BUYING EQUIPMENT ■ RABBIT ■ YEAR OF

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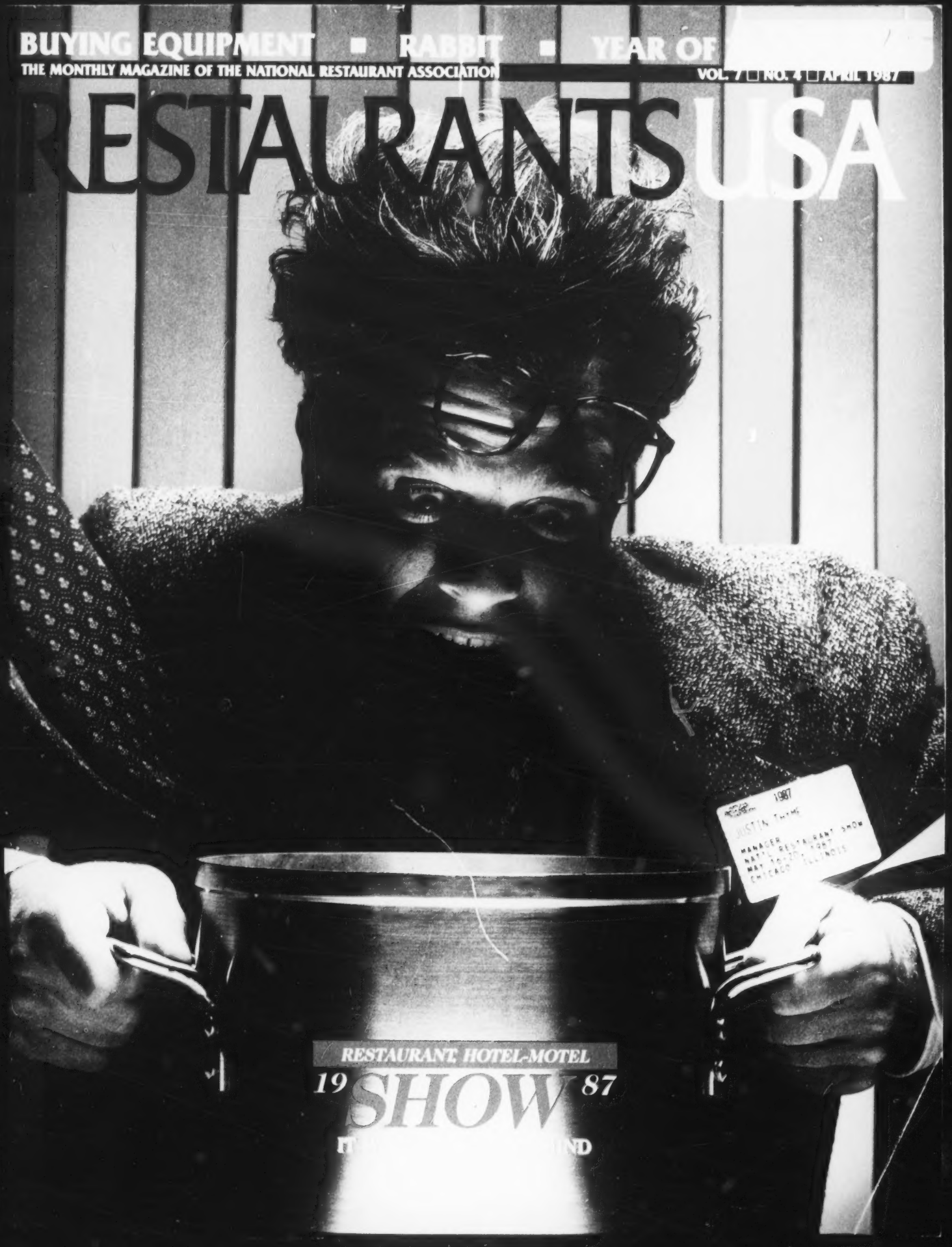
VOL. 7 □ NO. 4 □ APRIL 1987

RESTAURANTS USA



ASSOCIATION MEETINGS

SEMINARS

Basic Foodservice Courses

Dining Room Management
4/28 Montgomery, AL
5/11 Lancaster, PA
5/13 Tulsa, OK
5/17 Chicago, IL
6/2 Bethesda, MD
6/10 Omaha, NE
6/22 Spokane, WA
6/23 Portland, OR

Increasing Sales: Effective Front-of-the-House Management
4/26 Boston, MA
5/4 Springfield, VA
5/6 Atlanta, GA
5/17 Chicago, IL
6/9 Denver, CO
6/11 Bloomington, MN
6/15 Dallas, TX
6/29 Honolulu, HI

Kitchen Management
5/5 Worcester, MA
5/6 Concord, NH
5/16 Chicago, IL
5/27 San Jose, CA
5/28 Marin County, CA
6/8 Denver, CO
6/15 Hartford, CT
6/17 Rockville, MD
6/30 Des Moines, IA

People-Power and Profits
6/15 Orlando, FL

Tools for Training
5/16 Chicago, IL

Food Production Courses

Perfecting Your Culinary Skills
5/26 Portland, ME
6/25 Hyde Park, NY
6/30 Indianapolis, IN

Simplified Baking Workshop
4/21 Oklahoma City, OK
5/6 Minneapolis, MN
6/24 Hyde Park, NY

Foodservice Management Courses

Banquet Management
5/17 Chicago, IL
6/8 Denver, CO
6/22 Burlington, VT
6/24 Toronto, Ontario, Canada

Beverage Management
5/5–6 Annapolis, MD
5/16–17 Chicago, IL
6/29–30 Cleveland, OH

Coping with the Personal Demands of Foodservice Management
5/16 Chicago, IL

Empioyee Motivation
6/2 Detroit, MI
6/4 Milwaukee, WI

Food Cost Management
4/28 Raleigh, NC
5/6 Appleton, WI
5/16 Chicago, IL
6/9 Denver, CO
6/15 Dallas, TX

Foodservice Operators' Legal Workshop
5/4 Columbia, SC
5/17 Chicago, IL
6/8 San Diego, CA
6/9 Sacramento, CA

Menus That Sell!
4/27 Ft. Collins, CO
4/29 Burlingame, CA
5/17 Chicago, IL
5/27 Burlington, VT
5/29 Buffalo, NY

Negotiating for, and Financing, Foodservice Facilities
5/16–17 Chicago, IL

Off-Premises Catering
5/11–12 Vancouver, B.C., Canada
5/16–17 Chicago, IL

Operational Analysis
4/27–28 Rochester, NY
5/4–5 Charlotte, NC
5/27–28 Austin, TX

Planning and Implementing Restaurant Marketing Strategy
4/21–22 Hartford, CT
5/16–17 Chicago, IL
6/8–9 Denver, CO

Planning Successful Buffets
5/4 Lansing, MI
5/11 Williamsburg, VA

Profitability
5/27 Boston, MA
5/28 Washington, DC

Real Estate and Restaurant Site Selection
4/21–22 Hilton Head, SC
5/16–17 Chicago, IL
6/10–11 Atlantic City, NJ

Restaurant Design and Facilities Planning
6/1–2 Toronto, Ontario, Canada
6/23–24 San Francisco, CA

Sanitary Assessment of the Foodservice Environment (S.A.F.E.)
5/7 Cherry Hill, NJ
5/16 Chicago, IL
6/8 Boston, MA

Wine and the Bottom Line
5/27 Philadelphia, PA
6/16 Cincinnati, OH

For more information, contact National Restaurant Association Education Programs 311 First St., N.W. Washington, DC 20001 (800) 424-5156 or (202) 638-6100.
If your company is interested in in-house programs, contact Ed O'Hare at the association's Washington, DC, office.

STUDY GROUP MEETINGS

Internal Audit
4/21–24 Orlando, FL

Quality Assurance
4/22–24 Denver, CO

MAECO
5/13–15 Chicago, IL

Marketing Executives
5/13–16 Chicago, IL

Foodservice Purchasing Managers
5/14–15 Chicago, IL

Labor Relations
6/18–19 Dallas, TX

Large Independent Operators
8/19–21 Boston, MA

For more information on specific study groups, contact Philip Kralovec, (312) 853-2525

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PRESIDENT'S REPORT

G. "Jim" Hasslocher, President
Frontier Enterprises, San Antonio, TX

This year's Show: May 16–20

The event which I most look forward to all year, both personally and professionally, is almost upon us—the 68th annual National Restaurant Association Restaurant, Hotel-Motel Show, May 16–20 in Chicago. This year's Show, with its stellar lineup of exhibits, seminars and gala celebrations, should be the best ever.

Longtime Showgoers can look forward to the time-honored traditions such as the world-class Show floor, the First Ladies Luncheon, the "Main Course" 10-K race, the lineup of management clinics, theater series and educational seminars, the Convention Capers—I could go on forever.

But there are also new events planned which make this year's Show unique. The American Culinary Classic, an international culinary competition featuring renowned chefs from around the globe, promises to rival the excitement of the culinary "olympics" held in Frankfurt, Germany. And the National Restaurant Association Wine Classic, now in its third year, has been expanded to include international varietals from France, Germany, Italy and Portugal.

At both of these events, Show attendees will have an opportunity to learn about judging processes and criteria for national competitions. They will observe master chefs and connoisseurs at work, and they will be able to sample the finest in international food and wine.

A complete schedule of Show events and activities is included in this issue. Please note an important change in this year's schedule from years past: The annual membership meeting will be held on Saturday, May 16, at 3:00 p.m. This meeting, during which I will pass the President's gavel to my successor, is the most important association gathering all year. As association members, your attendance and participation at this meeting would be greatly valued.

Association steps up lobbying efforts

Our excitement about the Show, however, does not diminish our concern about other areas in which your association is involved—particularly on the legislative front. The 100th Congress is proving to be an active and aggressive body, prompting your association to also be active and aggressive in protecting your business interests. We have stepped up our Washington lobbying efforts, bringing in an outside firm to supplement our highly professional government relations staff, and we are maintaining contact with decision-making legislators on a daily basis.

Association Vice President testifies against FICA taxes on tips

Chief among the issues we are battling is the Reagan administration proposal to impose FICA taxes on tip income. Last month, Association Vice President Michael Grisanti testified before subcommittees in both the House and Senate in opposition to this proposal. He pointed out that tips are a transaction between server and guest over which the restaurant operator has no control. Therefore, it

Association voices opposition to minimum wage hike

Association publishes guidelines for ingredient and nutrition disclosure

Back-of-the-house training video now available

Congratulations to Great Menu Contest winners

is illogical and unfair to require operators to pay FICA taxes on income which is clearly not payroll.

Congress listened carefully to your association's views on this issue. We will continue to voice our opposition until the FICA tip-tax issue is resolved.

An increase in the minimum wage is another congressional proposal which we are monitoring closely. Again, your association is loud and clear in its opposition to such an increase; raising the minimum wage would result in fewer job openings and, therefore, higher unemployment, particularly among teens. Also, an increase in the minimum wage would likely necessitate wage increases all around, pushing the foodservice industry into an economic spiral. How would operators be forced to make up for lost income? You guessed it—by raising menu prices. The consumer, we are pointing out to Congress, would pay the ultimate price for a minimum wage increase.

Finally, mandatory ingredient labeling continues to be a threat. Our best defense against mandatory labeling legislation is to demonstrate that restaurateurs, acting on their own initiative, are responding to consumer inquiries regarding ingredients and nutrition. To this end, the National Restaurant Association has put together a series of guidelines on how to provide ingredient and nutrition information in your establishment. These guidelines will be mailed to you this month. I urge you to look them over carefully to determine whether some or all of them would be appropriate to your establishment.

We have also made strides in other areas this month. The second installment in the association's VideoTraining Program series is now available. *Back-of-the-House Training Series: Effective Food-Handling Techniques* is an in-depth, comprehensive training vehicle for kitchen staff. This new series, as well as the first VideoTraining Program installment on waitstaff training, is available from the association's education programs department.

Finally, congratulations to the winners in the 24th annual Great Menu Contest. First grand prize went to the menu from Winds Bar & Grill in Lenexa, KS; second grand prize was awarded to the St. John's Regional Medical Center menu in Oxnard, CA; and third grand prize went to the menu from Piccolo's Famous Pizza, Philadelphia, PA.

During March, 182 foodservice operators and allied suppliers joined us as members of the National Restaurant Association. Welcome. Your participation will make your business grow and will make the association more effective on your behalf.

Sincerely,

G. Jim Hasslocher

G. "Jim" Hasslocher
President and Chairman of the Board

RESTAURANTS USA

COVER STORY: PRE-SHOW NEWSLETTER

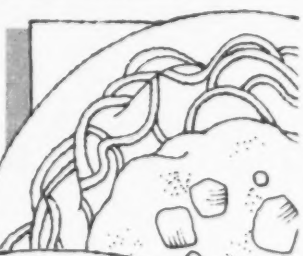
9 It's that time of the year again—time to itemize your "shopping" lists and nail down your plans for the foodservice industry's biggest, most stimulating trade show. To help you make the most of this year's National Restaurant Association Restaurant, Hotel-Motel Show (May 16–20), this issue includes a handy pre-Show newsletter filled with information about culinary competitions and events, educational sessions and entertaining social events. Don't wait; turn to page nine to discover the exciting features awaiting you at this year's Show.

SPECIALS

20 How to compare equipment at the Show
For some operators, the aisles and aisles of equipment displayed at the Show can be an overwhelming experience. "Shopping" at the Show can be easier and more efficient if you follow these suggestions for analyzing and reviewing equipment.

23 This is the "Year of the Waiter"
Unfortunately, waiters in the United States are not given the same respect as are their counterparts in Europe. Some restaurateurs have started a campaign to change this, hoping to raise the status of waiters in the eyes of both servers and consumers.

26 Raising the curtain on restaurant previews
Stealing a practice long followed in the theater, some restaurants are staging previews to ease opening jitters. By offering reduced prices for a set period of time, restaurateurs are finding that previews can be a practical and comfortable way to perfect the imperfections that often accompany a restaurant opening.



28 Rabbit is catching on
Although rabbit has been a delicacy in the Far East and Europe for centuries, American chefs have been slow to promote the dish. This may be changing as moderate prices, preparation flexibility and nutritional value are tempting more and more chefs to examine the benefits of rabbit.

32 How to help the hard of hearing
Roughly 13 million Americans are hearing-impaired. Because the needs of this group are often overlooked and unrecognized, this "Viewpoint" tells how your staff can treat hearing-impaired customers with consideration.

Cover photograph by Gary Landsman

DEPARTMENTS

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- ☐ Association recognized for helping the disabled find jobs
- ☐ Pantry basics ranked
- ☐ Restaurateurs can compete in seafood promotion contest
- ☐ Family business owners want children to try their wings elsewhere

7 Washington Report
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- ☐ How secure is the boss?

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- ☐ Breakfast business is sluggish in 1986
- ☐ Association publishes first wage study for hourly employees

45 How's Business?
- ☐ What operators are doing

47 Food For Thought
- ☐ Junk food rat has last laugh
- ☐ Commercials that tell stories
- ☐ A no-smoking restaurant town
- ☐ A different delivery
- ☐ A new reason to visit

"A Few Minutes with Andy Rooney" visits the National Restaurant Association offices to film a segment on menus. The piece, which features entries into the association's Great Menu Contest, will be aired nationally on CBS-TV's top-rated news program, "60 Minutes."

Association recognized for helping disabled persons

The National Restaurant Association has received three awards for its efforts to find jobs for disabled individuals.

In February, Disabled American Veterans cited the association for its efforts to help place disabled veterans and other handicapped individuals. In its congratulatory letter, the organization said that it hoped the example set by the association "will encourage other employers to follow your leadership in the area of employing disabled veterans."

That same month, the President's Committee on Employment of the Handicapped recognized the association "for outstanding efforts to promote employment opportunities for workers with disabilities in the foodservice industry." The award was presented at a two-day symposium called "Hidden Resources: Qualified Persons with Disabilities," which was hosted by Red Lobster Restaurants and cosponsored by the President's committee and the National Restaurant Association.

In November, the United States Department of Labor (DOL) presented the association with a certificate of appreciation for its participation in DOL's fifth annual "National Salute to America's Veterans."

Pantry basics ranked in new book

Who really makes the best ketchup? What is the number-one mustard? Who packs the tastiest tuna? These are questions Jenifer Harvey Lang wanted to know. So she and 84 food professionals conducted systematic taste testings, and now the results are in. You can find them in Lang's newly published book, *Tastings, The Best from Ketchup to Caviar.*

Tastings surveys 31 pantry basics, including such everyday staples as peanut butter and tomato sauce. Lang's book provides more than just rankings, however. There is valuable information on handling, storage, mail-order sources, trade organizations and an excellent bibliography. Lang also explains how each food is manufactured and what the "science" of the food is; she provides cooking tips and recipes.

Family business owners want children to try wings elsewhere

America's entrepreneurs, who often started businesses with an idea and nothing in the bank, want better for their children, according to a survey of family-owned businesses by Laventhol & Horwath (L&H), a business, financial counseling and accounting firm in Los Angeles, CA.

Sixty-five percent of the owners of family businesses polled said they wanted their children to acquire experience with another company before joining the family business.

How entrepreneurs came to own their companies had a lot to do with their views of having their children join the enterprise. Only 48 percent of those who said they started their company "from nothing" want their children to join the firm, while 77 percent of those who inherited the business want their children to join them. Only 39 percent said they definitely seek to keep the business in the family over the long term. About 21 percent said they plan to sell the business after it matures, while four percent said they wanted to take the company public. Only one in four owners said they had a written plan for management succession after they retire.

Restaurateurs can compete in seafood promotion contest

Has your restaurant had an effective, creative and well-executed seafood promotion since May 1, 1986? If so, you may want to enter your promotion plan in a competition sponsored by *Seafood Business*, the national magazine of seafood marketing and management.

Seafood Business's third annual Marketing Excellence awards competition recognizes seafood markets in five categories, including restaurants. Winners will receive a personalized plaque and certificate in addition to industry-wide recognition through *Seafood Business.*

Entries, which can be based on either print or broadcast promotions, must include the following: name and company name, address and telephone number, type of business, promotion objective, description of promotion and promotion results—such as increased sales or media attention.

Include supporting materials used in the promotion, such as an ad tear sheet(s), posters, TV commercials (½-inch VHS format only) and radio commercials. All entries will be judged on the basis of effectiveness, creativity and quality of execution.

Deadline for entries is June 10, 1987. Send entries to Nancy Hasselback, 21 Elm St., Camden, ME 04843, or call (207) 236-4342.

Minimum wage debate gains momentum

As evidence of the growing momentum in Congress for a minimum wage increase, two more U.S. representatives introduced bills in late February to raise the minimum wage, bringing the total number of pending bills to five.

So far, bills have been introduced only in the U.S. House of Representatives. However, Sen. Edward Kennedy (D-MA) has indicated that bills are to be expected in the near future in the Senate. The National Restaurant Association opposes any increase in the minimum wage, which would reduce entry-level job opportunities and prompt an upward spiraling of other wages.

The two most recent House bills, H.R. 1189 and H.R. 1209, were introduced by Rep. James Traficant (D-OH) and Rep. William Ford (D-MI), respectively.

H.R. 1189, like several bills introduced earlier, would gradually increase the minimum wage until it equaled half the average private-sector wage for non-supervisory workers. Annual adjustments after this point would permanently maintain the minimum wage at 50 percent of the private-sector wage. (This indexing feature is strongly backed by labor groups.) The first increase under H.R. 1189 would go into effect on Jan. 1, 1988, bringing the wage up to $4.00.

Traficant's bill would establish a special youth wage for part-time workers under 19 and for full-time students aged 19 to 21. For these employees, H.R. 1189 would maintain the current $3.35 minimum through 1988 and would then begin moving it up in $.20 increments until it equaled 83 percent of the minimum wage. From that point on, the youth wage would be increased each year as necessary to maintain it at 83 percent of the regular minimum.

Ford's bill proposes four flat increases to raise the minimum wage to $5.20 by 1990. On Sept. 1, 1987, the current minimum would move to $4.25; on Sept. 1, 1988, to $4.65; on Sept. 1, 1989, to $4.95; and on Sept. 1, 1990, to $5.20. Unlike Traficant's bill, H.R. 1209 does not tie the minimum wage to any other wage base after it peaks at $5.20 in 1990.

Highway advertising to continue

The users of highway signage have emerged victorious in the long-running battle over the "highway advertising" issue. In March, Congress voted to retain the status quo, thus shelving proposals that would have sped up the removal of billboards from federal highways and capped the total number of billboards nationwide.

Because of controversy over the billboard issue and several other matters, last year's Congress adjourned without passing any highway funding legislation. Last year's Senate, backed by environmentalists, had voted to speed up the billboard removal process by doing away with the requirement that governments pay billboard owners in cash for signs taken down. (The removal of certain billboards is required by the 1966 Highway Beautification Act.)

By rejecting that position this year, the Senate cleared the way for easy agreement with the House version of the bill, which maintained the "cash compensation" requirement.

One "sticking point" remained, however: this year's House bill called for a cap on the total number of billboards along federal highways, a provision that not only would have limited advertising opportunities, but would also have inflated the rental prices for existing billboards. In mid-March, however, House negotiators yielded to the Senate position and decided to go along with current law, which provides less stringent billboard control measures.

The National Restaurant Association hails Congress's decision, believing that road signs are of service to businesses and the driving public.

Small business committees get new chairmen

U.S. Rep. John LaFalce (D-NY), a strong advocate of the Small Business Administration (SBA), has taken over the chairmanship of the House Small Business Committee. He fills the vacancy left by retiring chairman Parren Mitchell (D-MD) and the late Joseph Addabbo (D-NY), a ranking member of the committee.

Rep. John LaFalce

Sen. Dale Bumpers

LaFalce firmly believes in an independent SBA and said the White House's past attempts to dismantle SBA "insulted the small business community." The White House has since dropped its plans to abolish the agency, and the President nominated former Senator James Abdnor (R-ND) to be SBA administrator.

LaFalce says there needs to be a "strong voice for small business at the highest levels of government" and that one way to achieve that would be to elevate the agency to cabinet-level status. At the same time, he argues that SBA programs should be reviewed to determine their effectiveness, with thought given to limiting the

"constituency" of SBA programs and concentrating the agency's resources where they will do the most good.

Sen. Dale Bumpers (D-AR), also an SBA booster, is the new chairman of the Senate Small Business Committee. He takes the reins from Sen. Lowell Weicker (R-CT), who becomes the ranking minority member.

Bumpers chaired his first committee hearing in late February. He expressed concern about the President's proposals to double the current two-percent guarantee fee charged on SBA loans, reduce the guaranteed percentage rate on such loans, phase out small business development centers and charge fees for SBA services that have been free.

Said Bumpers of the President's plan, "In an era when our ability to compete with the red-hot economies of the Pacific rim and those of our allies in Europe is being severely tested, it would be foolhardy to abandon federal efforts to provide essential resources to the small entrepreneurs, who annually account for over 80 percent of our new jobs."

Association testifies before Small Business Committee

The National Restaurant Association testified before the Senate Small Business Committee on February 25, when business and trade groups were invited to air their concerns about issues facing the 100th Congress.

The association said it was especially troubled by legislation calling for federally mandated employee benefits, such as the parental and disability leave bill now being debated by the House and Senate labor committees. The association said mandated employee benefits would be a big problem for small operators who do not have the flexibility or resources to cope with the leave requirements proposed by the legislation.

The association also noted it opposed the Reagan administration proposal to require employers to pay FICA taxes on all reported tips. The association said the tax increases would have the greatest effect on the operator least able to absorb it—the small business person.

Other issues of concern mentioned by the association included proposed increases in the minimum wage, restrictions on polygraph use and legislation that would require advance notice of a firm's closing.

Plant closing notices being considered

Key House and Senate leaders are backing legislation that would require employers of 50 or more workers to give advance notice of layoffs or company closings. The advance-notice provisions are included in broader legislation providing different kinds of re-employment assistance to dislocated workers.

"Thousands of plant closings and permanent layoffs have had a devastating effect on the fabric of life in our local communities," said Sen. Howard Metzenbaum (D-OH), who, along with Sens. Edward Kennedy (D-MA) and Paul Simon (D-IL), drafted S. 538, the Senate bill. Rep. William Clay (D-MO) sponsored the House companion, H.R. 1122.

Problems in the manufacturing sector provided the chief impetus for "plant closings" legislation. The legislation itself, however, would affect all companies employing more than 50 workers. The National Restaurant Association opposes the bills because they impose undue burdens on the foodservice industry.

Shutdowns or layoffs affecting between 50 and 100 workers would require 90 days' advance notice to employees and to state and local governments. The elimination of up to 499 jobs would require 120 days' notice, and actions affecting 500 or more employees would require 180 days' notice. Advance notice requirements would be reduced or eliminated for layoffs that "cannot reasonably be foreseen."

At the request of either employees or local officials, employers would have to discuss alternatives to layoffs or company closings. Employers would not be required to agree to any suggested alternatives, however.

Plant closings legislation came close to passing in the House two years ago, losing by only four votes. Prospects for its passage are rated higher this year since both houses of Congress are now controlled by Democrats.

—Jay Morris
—Denise Roach

Polygraph use bill before Congress

More than 120 U.S. representatives have joined Rep. Pat Williams (D-MT) in sponsoring H.R. 1212, a bill that would prohibit employers from administering lie-detector tests to either present or potential employees.

"Far too often innocent people are labeled as liars and are unjustly denied employment," said one of the bill's sponsors, Rep. Stewart McKinney (R-CT), during a March 5, 1987, hearing on H.R. 1212. Proponents of the legislation maintain that lie-detector tests yield inaccurate readings that are often the result of poor equipment or inexperienced polygraph examiners.

Another member of Congress took up the employer's cry, however. "Businesses must have access to the investigative tools they need," argued Rep. Buddy Darden (D-GA), citing the enormous costs of employee theft and employee drug abuse.

Rather than banning the tests, Darden wants to see them used more fairly. On March 10, he joined Rep. C. W. Bill Young (D-FL) and eight other representatives in introducing H.R. 1536, a bill that would establish minimum federal standards for equipment and examiners.

Last year, the House passed a bill banning polygraphs by a 60-vote margin. The issue died at the end of the 99th Congress, however, because the Senate never voted on companion legislation.

The National Restaurant Association and other employer groups have banded together to lobby for employers' continued ability to use the tests.

87SHOWPREVIEW

YOU WON'T WANT TO MISS THIS YEAR'S SHOW

The 68th annual National Restaurant Association Restaurant, Hotel-Motel Show is an event you won't want to miss. Not only will your favorite annual events return to excite and delight, but this year's Show will also offer new programs, exhibitions and competitions that you are sure to find intriguing. Set aside May 16 through May 20 to explore state-of-the-art developments in the foodservice industry.

New elements that make the 68th annual Show especially inviting include a recently completed $300-million exhibition hall at the McCormick Place exposition complex. McNew, as it has been nicknamed, will host 600 spectacular world-class exhibits, including international foods, beverages and services; Commodity Square, a 4,300-square-foot area devoted to food products grown or available in the United States as well as the American Culinary Classic competition, which features contestants from nine countries.

The American Culinary Classic is the first international culinary competition ever held in the United States. Teams from 12 different countries will compete in this miniature "culinary olympics". You'll be able to view the chefs at work and sample their entries during the four-day competition.

A new twist to a traditional favorite takes place back at the original McCormick Place, where the National Restaurant Association Wine Classic, in its third year, will add an international flavor to the competition. Wines from four European countries will join domestic wines at the Classic for the first time.

At both McNew and McCormick Place, there will be something for everyone. You can visit nearly 1,800 exhibitors displaying the latest products and services. You can fine-tune your management skills in the theater series, management clinics and seminars. You can view the masterpieces created for the 17th Annual Culinary Arts Salon or rate the wines in the Wine Classic.

For a break in the action, you can enjoy downhome entertainment in the Convention Capers or a spectacular night of gourmet dining, fanfare, comedy, music and dancing at the combined Grand Banquet and Show and Political Education Fund Gala.

And don't miss the opening day ceremony led by outgoing National Restaurant Association Chairman of the Board and President G. "Jim" Hasslocher. Be sure to attend the annual membership meeting on Saturday, May 16, where you will help elect the new National Restaurant Association officers and be entertained by Al McGuire of college basketball fame. Registration for the 1987 Show is $10 per person before April 10 and $20 per person after April 10.

INTERNATIONAL WINES ADDED TO WINE CLASSIC

For the first time this year, the Wine Classic will extend the competition beyond the United States to include one celebrated varietal from each of the great wine-producing countries of France, Germany, Italy and Portugal. Varietals selected to compete are 1985 Beaujolais-Villages from France, Riesling Kabinett from Germany, Sangiovese from Italy, and Ruby Port from Portugal. The two selections from the United States are Cabernet Sauvignon and Johannisberg Riesling.

Initially, all entries will be judged on a pass/fail basis by more than 30 of the nation's foremost wine experts and one professional wine writer from each participating country. Passing wines will qualify for a second taste by the judges and a chance to win a bronze, silver or gold medal. Gold medal winners will be tasted a third time to determine the "Best of the Show" winner from each varietal.

Since wines will only be judged against those of the same type, no two countries will compete against each other.

Show attendees will be able to view taste testing in the Lindheimer Room of McCormick Place on Sunday, Monday and Tuesday, May 17, 18 and 19. As in years past, attendees will also get an opportunity to sip and compare the wines being evaluated.

All entries in the international Wine Classic will be initially judged on a pass/fail basis by more than 30 of the nation's foremost wine experts.

INTERNATIONAL PAVILIONS TO FEATURE HARD-TO-GET IMPORTS

At this year's Show, you will be able to sample more than just a taste of America because almost a dozen countries will showcase their own foods, beverages, products and services in pavilions on the main exhibition floor of the McNew Building—the newly completed facilities directly across from McCormick Place.

This international focus is bringing the Show a growing reputation as a hub for international trade. Convention Chairman Mike Hurst (15th Street Fisheries, Ft. Lauderdale, FL) thinks that's great. "By making the specialized international market more accessible to attendees, we are creating a marketplace for hard-to-get imported products and services," he maintains.

Among the countries represented at this year's Show will be Austria, Canada, France, Germany, Italy, the Netherlands, New Zealand, Portugal and the United Kingdom.

"MCNEW" TO HOST SPECIAL EVENTS, EXHIBITS

The National Restaurant Association Show has expanded into McCormick Place's newest facility, McCormick Place North. This 500,000-square-foot facility with 23 meeting rooms and three restaurants on two levels, will house the American Culinary Classic, Commodity Square and International Pavilions.

McCormick Place North, called "McNew," is located directly across from the main McCormick Place building, just north of 23rd Street and west of Lake Shore Drive. McNew is connected to McCormick Place's other exhibition halls by a climate-controlled, pedestrian walkway. McNew also permits easy access from outlying areas.

Two years in the making at a cost of $300 million, McNew is the last word in exhibition hall design. During this year's Show, the main exhibition floor of McNew will feature 600 spectacular exhibits.

WORLD-CLASS CULINARIANS TO SHOW THEIR STUFF

The excitement of world-class competition awaits you at the McNew Building as the association Show inaugurates the first international culinary competition ever held in the United States--the American Culinary Classic.

This culinary contest par excellence, sanctioned by the World Chefs Association, will preview the strengths and weaknesses of teams representing nine different countries, including the United States.

In this four-day competition, professional culinarians will test their skills in both cold and hot food competitions that promise to parallel the trials and excitement of the "culinary olympics" in Frankfurt, Germany.

From Saturday, May 16, to Tuesday, May 20, you will be able to view these five-member teams hard at work. The teams represent the officially designated national team, plus one pastry chef from each competing country.

The hot food competition will take place in glass-enclosed kitchens on the main level of the McNew Building designed to duplicate the competitive environment of Frankfurt. The teams will work from a mystery box of ingredients. They will be asked to create a menu of three to five courses for 65 people using the ingredients given them.

Competitors will be urged to produce the greatest effect from the simplest means. They will be scored on four criteria: composition, preparation, presentation and difficulty. A panel of judges, consisting of managers of each of the competing teams, will select the winners who will be awarded prizes at the "Salute to Excellence" Awards Dinner at the Chicago Hilton and Towers on Tuesday evening, May 19.

Cold food entries will be displayed on the mezzanine level of the McNew Building during the four-day competition, with three different competing countries participating each day.

Don't miss the chance to sample the teams' hot food entries and conduct your own informal judging. Proceeds from tickets purchased for tasting will be donated to the 1988 U.S. Culinary Team Foundation.

Tickets (in pairs of two or more) can be purchased from Al Natker in the association's Chicago office prior to the Show on a first-come, first-serve basis. A minimum donation of $15 per ticket is requested; larger contributions are welcome.

Countries currently scheduled to compete include Belgium, Canada, England, Germany, Ireland, Italy, Singapore, South Africa and the United States.

KOPPEL, HASSLOCHER TO OPEN SHOW

National Restaurant Association Chairman of the Board and President G. "Jim" Hasslocher will start off the 68th annual Show with an opening day speech in the Arie Crown Theater of Chicago's McCormick Place on Sunday, May 17, at 2:00 p.m.

Hasslocher will conclude his year as president of the National Restaurant Association with a summary of the major issues that face the industry in 1987 and challenges that await operators in the future.

Ted Koppel, veteran ABC newsman and anchor of "ABC News Nightline," will share the opening day podium with Hasslocher. Koppel has been lauded by both the public and the broadcast industry, and his show, "Nightline," has been called "the best piece of daily TV journalism around."

Ted Koppel

AL MCGUIRE TO SPEAK AT MEMBERSHIP MEETING

Al McGuire, NBC sports broadcasting analyst, will be the keynote speaker at this year's National Restaurant Association membership meeting on Saturday, May 16, at 3:00 p.m.

McGuire, who hosts a nationally syndicated weekly half-hour sports series called "Al McGuire On Sports," was twice-elected the "Coach of the Year" and is a two-time Emmy nominee.

McGuire will address the membership immediately following the general election and presentation of the 1987 Board members.

The new President and Chairman of the Board will be honored at the Annual Grand Banquet and Show at the Chicago Marriott on Saturday evening, May 16—an evening of gourmet dining and entertainment held in conjunction with the Political Education Fund Gala.

You will be able to view the magnificent display of culinary art and sculpture at the 17th annual Culinary Arts Salon—the largest culinary competition of this type in the nation.

DON'T MISS THE SHOW'S CULINARY WORKS OF ART

You can see some of the most creative and beautiful artistic masterpieces in Chicago at the Show.

These spectacular creations are the work of outstanding chefs, students and apprentices who have traveled to the Windy City to compete in the 17th annual Culinary Arts Salon, the largest culinary competition of its kind in the United States. The entries may give you ideas for creative approaches for serving food.

You will be able to view the magnificent display of culinary art and sculpture on Sunday through Tuesday, May 17–19, in the Chicago Room of the upper level of McCormick Place. The only ticket you need to enjoy it all is your Show badge.

Judges—eminent chefs and recognized professionals in their own right—will evaluate the entries and select winners. Winners will be honored at an awards ceremony and champagne reception at McCormick Place on Sunday, at 11:30 a.m.

The Culinary Arts Salon is endorsed and recognized by the American Culinary Federation and the Chefs of Cuisine Association in Chicago.

SHOW SCHEDULE

SATURDAY, MAY 16

8:00 a.m.
National Restaurant Association seminar series, registration and check-in for one-day and two-day programs

9:00 a.m.–5:00 p.m.
One-day seminars with one-hour lunch breaks, McNew Building

- Coping with the Personal Demands of Foodservice Management
- Food Cost Management
- Sanitary Assessment of the Food Environment (SAFE)
- Kitchen Management
- Tools for Training

First day of two-day seminars (cont'd. on May 17)

- Off-Premises Catering
- Planning and Implementing Restaurant Marketing Strategy
- Real Estate and Restaurant Site Selection

9:30 a.m.–5:30 p.m.
Dealer/supplier press preview of exposition, McCormick Place and McNew Building

9:30 a.m.–3:00 p.m.
American Culinary Classic, first of four days, continues on May 17, 18 and 19. Cold-food entries displayed on mezzanine level of McNew Building; hot food competition on the main level of McNew Building

11:30 a.m.
Annual Hennessy Awards Luncheon, Chicago Hilton and Towers (ticketed event)

3:00 p.m.
Annual membership meeting with Al McGuire, Earl McMahon Room, McCormick Place

6:30 p.m.
Gala night which combines Grand Banquet and Show in honor of the National Restaurant Association's new Chairman of the Board and

President with the annual Political Education Fund Gala, Chicago Marriott. Master of Ceremonies: Ken Kercheval of "Dallas;" Singer Marilyn McCoo; Comedian Tom Dressen.

SUNDAY, MAY 17

8:00 a.m.
"The Main Course" 10-K race starting at Chicago's Grant Park

9:00 a.m.–5:00 p.m.
One-day seminars with one-hour lunch breaks, McNew Building
- □ Banquet Management
- □ Foodservice Operators' Legal Workshop
- □ Menus That Sell!
- □ Dining Room Management
- □ Increasing Sales: Effective Front-of-the-House Management

Second day of two-day seminars
- □ Off-Premises Catering
- □ Planning and Implementing Restaurant Marketing Strategy
- □ Real Estate and Restaurant Site Selection

10:30 a.m.–6:00 p.m.
Exposition open, McCormick Place and McNew Building
- □ Culinary Arts Salon, Chicago Room, McCormick Place, continues on Monday, May 18, and Tuesday, May 19
- □ Wine Classic, Lindheimer Room, McCormick Place. Event continues on Monday, May 18, and Tuesday, May 19
- □ American Culinary Classic, mezzanine and main levels of McNew Building. Event continues on Monday, May 18, and Tuesday, May 19

2:00 p.m.
Opening day program, Arie Crown Theater, McCormick Place
- □ Welcoming address: association President and Chairman of the Board G. "Jim" Hasslocher
- □ Keynote speech: Newsman Ted Koppel

9:00 p.m.–1:00 a.m.
Convention Capers: The Fabulous Fours featuring the Four Aces, the Four Lads and the Diamonds, Chicago Hilton

MONDAY, MAY 18

9:30 a.m.–5:30 p.m.
Exposition open, McCormick Place and McNew Building
- □ Culinary Arts Salon, Chicago Room, McCormick Place. Event continues on Tuesday, May 19
- □ Wine Classic, Lindheimer Room, McCormick Place. Event continues on Tuesday, May 19
- □ American Culinary Classic, mezzanine and main levels of McNew Building. Event continues on Tuesday, May 19

9:30 a.m.–12:00 p.m.
Management Clinic, McCormick Place
- □ Foodservice Quality Through Food Technology, room 20–8

10:30 a.m.–12:00 p.m.
Theater Series, McCormick Place
- □ That Old Melman Magic, Theater One
- □ The Remaking of Hotel Restaurants, Theater Two

Richard Melman

- □ Managing Difficult Employees, Theater Three

Management Clinics, McCormick Place
- □ Food/Production Management, room 20-1
- □ Hiring the Right Stuff, room 20-2
- □ What Private Clubs Are Looking For In a Professional Club Manager, room 20-3
- □ CHART program, room 20-7

Ken Kercheval

10:30 a.m.–1:30 p.m.
Theater Signature Series, McCormick Place
- □ Managing the Journey Towards Excellence, Earl McMahon Room

11:30 a.m.
First Ladies Luncheon, speaker: Heloise, Chicago Marriott (ticketed event)

2:00 p.m.–3:30 p.m.
Theater Series, McCormick Place
- □ The World of Beer According to Michael Jackson, Theater One

Management Clinics, McCormick Place
- □ Evolution of Feeding in Space, room 20-1
- □ Supervising Supervisors, room 20-2
- □ Facing the Tight Labor Market: Alternative Sources of Employees, room 20-3
- □ CHART program, room 20-7
- □ To Market, To Market, room 20-8

9:00 p.m.–1:00 a.m.
Convention Capers, country-western night with The Forester Sisters, Chicago Marriott

TUESDAY, MAY 19

9:30 a.m.–5:30 p.m.
Exposition open, McCormick Place and McNew Building
- □ Culinary Arts Salon, Chicago Room, McCormick Place
- □ Wine Classic, Linheimer Room, McCormick Place
- □ American Culinary Classic, mezzanine and main levels of McNew Building

10:30 a.m.–12:30 p.m.
Theater Signature Series, McCormick Place
- □ The Psychology of Winning, Earl McMahon Room

10:30 a.m.–12:00 p.m.
Theater Series, McCormick Place
- □ Betting on People: A Strategy for Success, Theater One
- □ Improving Your Communication Skills, Theater Three

Management Clinics, McCormick Place
- □ Hiring in a Tight Labor Market, room 20-1
- □ Quality Service, room 20-2
- □ Healthy Profits Through Nutrition, room 20-3
- □ CHART program, room 20-7
- □ Little Things Mean a Lot, room 20-8

2:00 p.m.–3:30 p.m.
Theater Signature Series, McCormick Place
- □ Stress Management Through Creative Juggling, Earl McMahon Room

Management Clinics, McCormick Place
- □ Opening the Restaurant . . . or the Second Restaurant, room 20-1
- □ Rehabilitate, Reposition and Remarket a Hotel or Restaurant, room 20-2
- □ CHART program, room 20-7
- □ CHRIE Series: Internships, room 20-8

6:30 p.m.
Salute to Excellence reception and dinner, Chicago Hilton and Towers (ticketed event)

WEDNESDAY, MAY 20

9:30 a.m.–3:00 p.m.
Exposition open, McCormick Place and McNew Building

10:30 a.m.–12:00 p.m.
Management Clinics, McCormick Place
- □ Managing Hospitality, room 20-1
- □ CHART program, room 20-8

FINE-TUNE YOUR MANAGEMENT SKILLS

For succinct pointers on state-of-the-art management and marketing techniques, don't miss the programs in the Theater Series and the Management Clinics.

The Theater Series will be held in Theaters 1, 2 and 3 on the mall level of McCormick Place and in the Earl McMahon Room. Management Clinics will be held in the lobby level of McCormick Place.

Dr. Denis Waitley

Michael Jackson

Theater Series

Three of the theaters this year have been grouped into a "Signature Series." They will be held in the Earl McMahon Room.

1 Managing the Journey Toward Excellence. Dr. Ken Blanchard, back for the fourth

Dr. Ken Blanchard

Steve Allen, Jr.

time by popular demand, is co-author of *The One Minute Manager* and *The One Minute Manager Library*. He will team up with Bob Small, vice president and general manager of Fort Worth's Worthington Hotel, to offer a three-hour, action-packed seminar on successful management theory and practice.

Bob Small

Tom Champoux, bottom right

2 The Psychology of Winning. Dr. Denis Waitley, author of the best-selling audio cassette, *Psychology of Winning*, will help you incorporate winning principles of thought and behavior into your organization, career and life. Waitley has counseled winners in all walks of life—from top executives to Super Bowl champions.

3 Stress Management Through Creative Juggling. Steve Allen, Jr., MD, a specialist in stress management and son of the famous comedian, will demonstrate how laughter and play can reduce the body's harmful and counterproductive reactions to stress.

Individual Theater Series programs include:

□ **The World of Beer According to Michael Jackson.** Jackson is the world's foremost authority on beer. He will discuss the renaissance in beer in the United States, examining craftbreweries, beer types and styles, how to design a "best-selling" beer list and how to effectively handle and merchandise this up-and-coming menu item.

□ **That Old Melman Magic.** Chicago restaurateur Richard Melman, president of Lettuce Entertain You Enterprises, will share some of the trade secrets that make his restaurants popular eating spots.

□ **Managing Difficult Employees.** Tom Champoux, former inner-city teacher and coach and current executive vice president of the Effectiveness Institute, Inc., will show how you can get the most out of your employees. He will discuss how different backgrounds and strengths can be best utilized for the benefit of the organization.

□ **Betting on People: A**

Strategy for Success. George S. Odiorne, the Harold D. Holder Professor of Managment at Eckerd College in St. Petersburg, FL, will discuss strategic plans for building people as assets.

□ **Improving Your Communication Skills.** It is easy to forget that good communication involves listening skills as much as it does speaking skills. College professor, lecturer, author and communication specialist Dr. Janet Elsea will explain how you can become a better listener.

Management Clinics

□ **Quality Service.** Dr. Bill Martin, author of *Quality Service: The Restaurant Manager's Bible* and associate professor of the new Center for Hospitality Management at California Polytechnic University at Pomona, will present practical pointers for improving customer service.

□ **The Effects of Feeding in Space.** Dr. Clint Rappole, interim dean of the Hilton Hotel School at the University of Houston, and NASA's Richard Sauer discuss the evolution of space feeding and its present and future effects on foodservice.

□ **Foodservice Quality Through Food Technology.** A comprehensive seminar moderated by Dr. Brian Raines (Lawry's) and John Balascio (Taco Bell). Featured panelists include Dr. Gary Ades (Marketing Spectrum) on foodservice quality, Barry Preswick (Hardee's) on multi-unit operators, Joel Simpson (Dobbs Houses) on safety and liability, James Brown (National Restaurant Association) on innovative techniques and Pete O'Neil (FBI) on food tampering.

□ **Facing the Tight Labor Market: Alternate Sources of Employees.** A panel of experts will explore the benefits of employing veterans, the handicapped and older workers.

□ **Opening the Restaurant . . . or the Second Restaurant.** Aaron Donatello teaches attendees what to expect when opening a new or second restaurant.

□ **Supervising Supervisors.** Former association seminar instructor Kathy McGinley discusses management techniques that will help owners leave town without worry. You will learn how to create accountability and establish directions and boundaries as well as counsel and coach supervisors.

□ **Hiring in a Tight Labor Market.** Jim Motta, industry consultant and seminar leader, offers innovative approaches to finding, attracting and retaining new employees.

□ **Managing Hospitality.** Foodservice consultant Denise Minchella shows you how to increase sales while enhancing hospitality and service.

□ **Hiring the Right Stuff.** Dr. Ray Kavanaugh, former director of Human Resources at Red Lobster and associate professor at Florida State University, offers a systematic method for knowing whom to hire and why.

□ **To Market, To Market.** A panel of operators, including well-known Chicago restaurateurs Herman Berghoff, Hal Binyon and Eli Schulman, discuss the profits and problems of developing, packaging and marketing signature items for on and off-premises sales.

□ **The Remaking of Hotel Restaurants.** This in-depth seminar moderated by *Restaurant Business* Editor Peter Berlinski, will feature some of the top names in hotel foodservice. Alfons Konrad of the Four Seasons will discuss fine dining; Don Clawson of Radisson will discuss catering; Heinz Kerns of Hyatt will discuss Sunday brunch and special occasions; Karl Kilburg of Marriott will discuss theme concepts and Fred Rufe of Hilton will discuss American cuisines.

□ **Food/Production Management.** With new foods, complex recipes and the trend toward cooking from scratch, food waste has become both relevant and expensive. Michigan State University Professor Steve Miller will share his ideas for reducing waste.

□ **CHART Programs.** A series of five presentations on various aspects of human resource development will be presented by members of the Council on Hotel and Restaurant Trainers.

□ **Rehabilitate, Reposition and Remarket a Hotel or Restaurant.** This how-to session is designed primarily for independent operators. Richard Friedman, operating partner of The Towne House, Columbia, SC, will moderate the session.

□ **Healthy Profits Through Nutrition.** Claire Regan, National Restaurant Association staff nutritionist, will walk you through the process of adding nutritious choices to your menu. You will learn how to identify the market, develop a menu, plan marketing strategies, assess sales potential and take advantage of inexpensive resources.

□ **Little Things Mean a Lot.** Find out how to respond to subconscious comfort zones of today's restaurant patrons. Maggie Bonner, Air Force open mess operations specialist, will discuss the importance of space-relations, visual effects, personal identity and the overall comfort of the dining room environment. Finally, she will point out inexpensive, yet appropriate and impressive tabletop appointments and/or special centerpieces which can be created to personalize the image of your operation.

CHRIE Series: Internships. A panel discussion concerning internships in the hospitality industry, featuring students, faculty and industry representatives. Presented in cooperation with the Council on Hotel, Restaurant and Institutional Education (CHRIE).

You can fine-tune management or marketing techniques in one of 25 different management clinics or theater series.

IN-DEPTH SEMINARS PROVIDE MANAGEMENT KNOW-HOW

Educational seminars at the annual National Restaurant Association Show are ever popular—and it is a small wonder, given that 60 percent of showgoers are managers who can learn many new things that will help them in their careers.

This year's program, held for the first time on the lower level exhibition floor of McCormick Place's McNew Building, May 16 and 17, will include the following seminars.

Seminar attendees gain insight into management and marketing techniques that may help them in their careers.

One-day seminars Saturday, May 16

□ **Coping with the Personal Demands of Foodservice Management.** Learn how stress affects foodservice managers and employees and how you can control it.

□ **Food Cost Management.** This seminar will show you ways to save "lost" money with a proven system that controls costs by tracking actual food use.

□ **Sanitary Assessment of the Food Environment (S.A.F.E.).** Traditional inspections often do not address the major causative factors of foodborne disease. This seminar will show you how to make your self-inspection system more reliable by applying the theories of hazard analysis and critical control points throughout the preparation process.

□ **Kitchen Management.** This comprehensive program on the basics of kitchen management offers you money-saving techniques for improving efficiency and productivity. You will learn about purchasing and receiving, maintaining food quality, food cost, food production and preparation and effective management techniques.

□ **Tools for Training.** Discover all the whys and hows of training. Learn how to build a solid employee training program by utilizing proven techniques that have been thoroughly tested in foodservice establishments.

Sunday, May 17

□ **Banquet Management.** This new course will teach you about the administration of banquet facilities and functions, including presentation, timing, pricing, forecasting and equipment.

□ **Foodservice Operators' Legal Workshop.** Find answers to the pressing legal issues facing foodservice operators today. The seminar will cover liquor liability, wage and hour concerns, immigration laws, employee rights and customer safety and security.

□ **Menus That Sell.** Learn how to make the most of your menu—your number-one sales and marketing tool. This seminar will identify poor performers and will help you suggest ways to add new money-making items. You will also leave with an understanding of menu design and layout.

□ **Dining Room Management.** Whether you are an owner/operator or a dining room manager, this popular seminar will show you how to build basic management skills, motivate employees and solve problems on the floor.

□ **Increasing Sales: Effective Front-of-the House Management.** Learn how to analyze your present service style in relation to current service trends. Specific techniques for improving your dining room sales will be addressed.

Two-day seminars Saturday and Sunday, May 16–17

□ **Off-Premises Catering.** This comprehensive course focuses on the essentials of the catering business. Topics will include the potential catering market, current

trends, new business, menu development, production and handling, controlling costs, on-site staff and the importance of selecting a distinctive style and signature foods.

□ **Planning and Implementing Restaurant Marketing Strategy.** This intensive program will teach you the basics of successful restaurant marketing, including increasing new and repeat customer trade, minimizing the risk of expansion and anticipating and solving problems that threaten profits and growth.

□ **Real Estate and Restaurant Site Selection.** You will learn the key principles of successful site selection through careful analysis of existing market structures, customer profiles and the physical characteristics of the target site as well as economic and financial variables.

The cost of the National Restaurant Association's basic foodservice, food production and foodservice management courses vary. Basic one-day foodservice courses are $125 for association members and $155 for non-members. One-day food production and foodservice management courses are $155 for members and $195 for non-members. Two-day courses are $325 for members and $395 for non-members. Discounts for multiple attendees from the same company are available. For additional information, contact the association's Education Programs Department, 311 First St., N.W., Washington, DC 20001, (202) 638-6100 or (800) 424-5156.

HELOISE TO GIVE TIPS AT FIRST LADIES LUNCHEON

Help pay tribute to the National Restaurant Association "first ladies"—especially Veva Hasslocher, the wife of association President G. "Jim" Hasslocher—at the Show's fifth annual First Ladies Luncheon.

The luncheon, always a hit with women in the industry, will feature Heloise as guest speaker. Heloise is a household tip expert and the author of the syndicated column "Hints from Heloise."

This year's luncheon will be held at the Chicago Marriott on Monday, May 18, at 11:30 a.m. Tickets are $25. Inquiries regarding tickets should be directed to the National Restaurant Association, 150 N. Michigan Ave., Suite 2000, Chicago, IL 60601; Attn.: First Ladies Luncheon.

Heloise

TWO GALAS FOR THE PRICE OF ONE

This year's Grand Banquet and Show, held for the first time on a Saturday (May 16), will be more exciting than ever as it combines with the Annual Political Education Gala, organized by the association's Political Education Committee (PEC).

National legislators will mingle with PEC sponsors, donors and other banquet guests at the event, which honors the National Restaurant Association's new Chairman of the Board and President for 1987–88.

The entertainment for the evening includes such stars as singer Marilyn McCoo, formerly of the well-known Fifth Dimension group and comedian Tom Dressen. Ken Kercheval of "Dallas" will be master of ceremonies.

Marilyn McCoo

Tom Dressen

You can purchase tickets for the Grand Banquet and Show for $100 per person from Philip Kralovec, National Restaurant Association, 150 N. Michigan Avenue, Chicago, IL 60601, (312) 853-2525.

TEST YOUR SPEED, ENDURANCE IN "THE MAIN COURSE"

Bring your running shoes to the Show and join the more than 3,000 runners expected to turn out for the Show's annual 10-kilometer (6.2-mile) race, "The Main Course."

On May 17, competitors—Chicagoans and Show exhibitors and attendees—will take off at 8:00 a.m. from the starting line in Grant Park. They will run along the beautiful shores of Chicago's Lake Michigan in a contest of speed and endurance.

"The Main Course," also known as the foodservice industry's "most hospitable" race, has become a symbol of the industry's commitment to health and fitness. Awards will be presented to the first-place male and female runners and to the top three men and women in the individual age categories.

First, second and third-place prizes will also be awarded in three classes of team competition. To compete in one of the team classes, which include a Show exhibitor/attendee class, a corporate class and an open class for Chicago runners, a minimum of five runners must be willing to enter together. All runners will be judged according to the cross-country scoring method.

All race competitors are also eligible for the "You-Don't-Have-To-Win-To-Win" program—a random drawing offering runners a chance to win a grand prize round trip to Hawaii for two and dinners for two at top Chicago restaurants and hotels.

All runners will receive "Main Course" souvenirs, including colorful T-shirts donated by the National Restaurant Association and running gear contributed by the race's main sponsors. This year's sponsors include Coca-Cola USA; Miller Brewing Co.; Pepsi-Cola Co., Inc.; *Restaurant Business* magazine; Sunkist Soft Drinks; and Tysons Foods, Inc.

To obtain race application forms, contact Marge Whalen, race director, National Restaurant Association, 150 N. Michigan Ave., Suite 2000, Chicago, IL 60601; (312) 853-2525.

Runners enrolled in last year's race, which was cancelled due to inclement weather, should mail the non-transferable rain check they received to the association's Chicago office, in care of "The Main Course," to obtain complimentary registration for this year's race. The fee for others wishing to participate in "The Main Course" is $8.95.

More than 3,000 runners are expected to turn out for the Show's annual 10-K race, "The Main Course."

FLY THERE CHEAPLY

Showgoers can get the guaranteed lowest fares to the National Restaurant Association Show by flying Delta or United airlines—the official carriers for the 1987 Show. Call today for information and reservations. For Delta, call (800) 241-6760 and mention National Restaurant Association file D0078 and for United, call (800) 521-4041 and mention 7027J.

SALUTE TO TOP AIR FORCE FOODSERVICE BASES

The best in Air Force food management, preparation and service will be honored Saturday, May 16 at the 31st annual Hennessy Awards Luncheon at the Chicago Hilton and Towers.

The Hennessy Award honors Air Force bases with a traveling trophy, a 34-inch Revere sterling silver bowl. Winners are selected in each of three categories—single unit, multi-unit and reserve unit.

Secretary of the Air Force E. C. Aldridge, Jr. will be the keynote speaker at the luncheon honoring the Hennessy Award winners. For information about luncheon tickets, contact Ruth Tracy, Hennessy program coordinator, National Restaurant Association, 311 First Street, N.W., Washington, DC 20001, (202) 638-6100.

The Hennessy Award honors Air Force bases with a traveling trophy—a 34-inch sterling silver bowl.

CAP OFF YOUR NIGHT WITH THE CAPERS

Even if you are a little worn from an exciting day at the Show, you won't want to miss the Convention Capers, a well-loved tradition each year.

Two nights of top-flight entertainment will be offered to all Showgoers sporting their Show badge. On Sunday night, from 9:00 p.m. to 1:00 a.m., you can dance to the music of the Fabulous Fours featuring the Four Aces, ("Tell Me Why") the Four Lads ("Moments to Remember") and the Diamonds ("Little Darlin") at the Chicago Hilton and Towers.

On Monday night, you won't want to miss the country-western sound of The Forester Sisters at the Chicago Marriott, from 9:00 p.m. to 1:00 a.m.

The Four Aces left

The Four Lads

How to Find

by Laurel J. Hughes

Comparing "apples to apples" can be no easy task when reviewing equipment at a trade show because of the great quantity of information available within a short span of time.

Preparing before the Show

Organizing your equipment research can greatly simplify comparisons. The first step is to determine exactly what you need. Take some time to look around your operation and answer some questions before you arrive on the exhibit floor.

□ *What do you want the equipment to do?* Think about such things as menu needs, preparation methods and service style.

□ *What volume must be accommodated?* Do you need to fry 125 pounds of chicken in one hour or wash 2,000 dishes per day? If cooking and serving peaks occur at intervals during the day, it may be wise to consider several small rather than one large unit so the capacity can be adjusted to use.

□ *Where will the equipment be located?* Equipment should be conveniently placed in relation to its work area. Cooking equipment must be properly ventilated. Ceiling height clearance can make a difference.

□ *What existing utilities are available?* Check electrical voltage and phase (shown on a spec plate mounted to the equipment or verify with the building superintendent), drainage, gas and water lines. Also, check your hot water capacity for sufficient quantity and temperature if you are installing warewashing equipment. Ventilation for air-cooled refrigeration equipment is critical to its operation. Heat buildup can cause a reduction in performance or equipment failure.

□ *Can you get the equipment into the building?* Follow the travel route from the building entrance point to the place in the kitchen where the unit will be set. Include the size of doorways, hallways, corner turns, stairwells, ceiling heights and elevator cabs. Some large equipment can be delivered in sections and assembled on site. Check with the manufacturer for availability.

□ *Who will be using the equipment?* Knowing who will use the equipment will help determine size and operating requirements. Will it be a skilled employee, new hire or handicapped person?

□ *Have there been any problems with the equipment?* If your service agency services equipment from a variety of manufacturers (rather than being affiliated with just one or two), it may be able to advise you on particular models that have had an unusually large number of problems so you can avoid these units.

Your final pre-Show provision should be to prepare to *take notes.* It will not take long to forget who said what when you have examined half a dozen or more different pieces of equipment. To further organize this information, make a checklist of points to observe or inquire about. If you ask the same questions of each sales representative, it will be much easier to compare your notes later on. Unique equipment features should also be recorded as well as your impression of their value to your operation. A sample checklist form has been included for your use.

At the Show

Before entering the Show floor, be sure you pick up a copy of the *National Restaurant Association Exhibition Guide and Program.* Turn to the section titled "Exhibitors Listed by Product or Service" and locate the category of equipment you wish to research (for instance, "dishwashers"). The list will indicate each manufacturer's name and booth number, enabling you to find the booth location on the floor plan included in the guide.

You will probably visit a few different booths before you get used to the research methods. After the first two or three booths, take a moment to evaluate your notes. Are you getting the information you need? If not, add additional questions and be sure to return to the booths you have already visited to fill in missing information.

What to look for at each booth you visit

□ **Functionality.** The first step in your evaluation will be to locate the equipment model which best meets your capacity needs. If you have done your "homework," you should have all of the information the manufacturer's sales representative will need to assist you in this selection. The manufacturer's catalog literature will also be available. Most list the equipment capacity for individual models as well as other features.

Next, the sales representative will demonstrate some of the equipment features, briefly running through operating and cleaning procedures and in-

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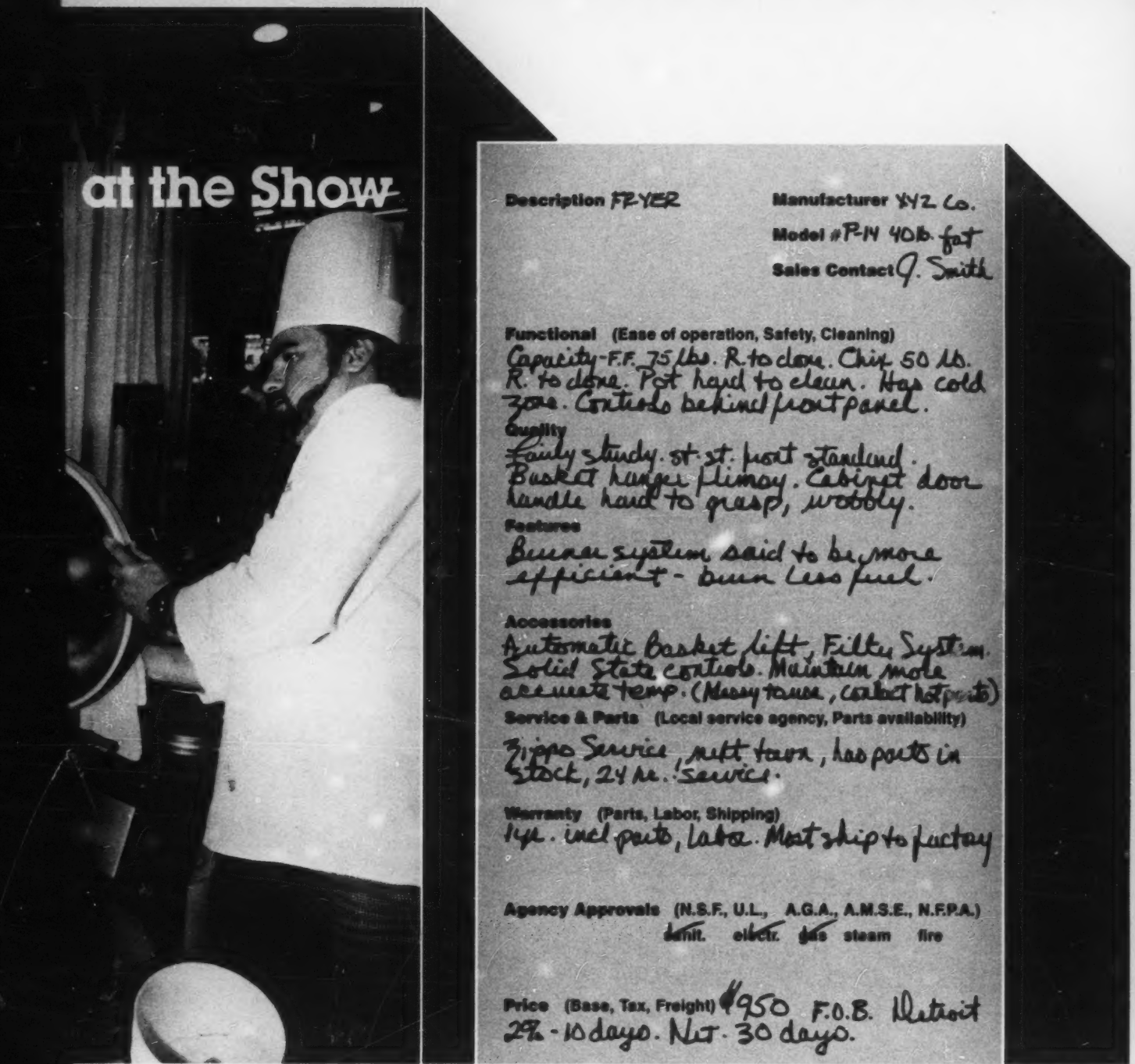

at the Show
Description FRYER
Manufacturer XYZ Co.
Model # P-14 40lb. fat
Sales Contact J. Smith
Functional (Ease of operation, Safety, Cleaning)
Capacity-F.F. 75 lbs. R. to clean. Chip 50 lb. R. to clean. Pot hard to clean. Has cold zone. Controls behind front panel.
Quality
Fairly sturdy. st. st. front standard. Basket hanger flimsy. Cabinet door handle hard to grasp, wobbly.
Features
Burner system said to be more efficient - burn less fuel.
Accessories
Automatic basket lift, Filter System. Solid State controls. Maintain mode accurate temp. (Messy to use, collect hot pots)
Service & Parts (Local service agency, Parts availability)
Zippo Service, mitt town, has parts in stock, 24 hr. service.
Warranty (Parts, Labor, Shipping)
1yr. incl parts, labor. Must ship to factory
Agency Approvals (N.S.F., U.L., A.G.A., A.M.S.E., N.F.P.A.)
~~sanit.~~ elect. ~~gas~~ steam fire
Price (Base, Tax, Freight) $950 F.O.B. Detroit
2% - 10 days. Net - 30 days.

dicating control and access locations. Try out these procedures for yourself to get a feel for the actual ease of the operation. It may be harder than it looks. Controls should be accessible and moving parts should operate easily. Be particularly alert for safety features or hazards, including shields or guards for sharp blades, contact with or reaching across hot surfaces or open flames and protruding or moving parts which may snag clothing or hands. What physical abilities are required for operation? (Always keep in mind who on your staff will be using this equipment.) Significant physical strength may be needed to operate some equipment. Are any areas too far across or too high to reach? Repeated bending, for example, can quickly cause fatigue and soreness.

Pay close attention to how easy it is to clean the equipment. The cleaning process should be quickly and easily accomplished to encourage employees to comply with procedures. Food contact surfaces, in particular, should be easily accessible for wipedown. An N.S.F. (National Sanitation Foundation) label will assure that equipment has no hard-to-clean crevices and seams. Beware of equipment that has a multitude of small pieces or fasteners which can easily be lost. Also, be sure that removable pieces are not too large to be properly cleaned and sanitized with your present warewashing equipment. Note what, if any, additional equipment will be required for proper cleaning

since it will need to be purchased by the time the equipment is installed.

Another important consideration is the need for clearance around the equipment for ventilation or maintenance requirements. Take notice of these clearances in light of the kitchen space and equipment surrounding the area in which you plan to locate the unit. Ease of access can hasten maintenance and repair time, thereby minimizing the period in which equipment is inoperable. Front access is easiest and preferred if available.

Accessories and options are offered for most equipment. They can improve the equipment performance, provide labor savings or multiply the functions which the unit can accomplish. All of the requirements outlined also apply to these attachments. Consider each in relation to your operational needs.

□ **Quality of construction.** The quality of equipment construction greatly influences its expected lifespan. As most foodservice operators can testify, most equipment is not only used, but frequently badly abused. Many design and construction techniques and materials have evolved to help make equipment sturdy enough for heavy-handed use. A look at several of these factors can help determine if the unit will survive to provide a long life of service.

Much equipment consists of a *frame covered by a sheathing of metal.* Stainless steel, aluminum and galvanized steel are common materials. Stainless steel is the most expensive of the three and also the most impervious to corrosion, pitting and discoloration. It is very strong and can be polished in the factory to a matte or mirrorlike finish. Type 304, 18-8 stainless steel is most commonly used. Aluminum also holds up well against corrosion, but it is susceptible to staining from certain detergents and chemicals. As it is softer than stainless steel, scratches, gouges and dents are more of a problem. Aluminum is also lighter in weight than steel but not as strong. Galvanized steel has the strength characteristics of stainless steel. A galvanized coating as well as an additional baked-on enamel finish helps prevent corrosion. But, eventually, chips and cracks in these coatings will allow the underlying steel to rust.

Metal gauge (GA.) designates thickness. The lower the number, the thicker the metal. Low-impact equipment faces, such as counter aprons and exhaust ventilators, are usually 18 or 20 gauge. Heavy-use surfaces, such as worktops, should be at least 16 and preferably 14 gauge.

A reinforced framework is important for equipment which holds a lot of weight or experiences high impact from heavy objects. For example, an unreinforced countertop can noticeably bow from the weight of a coffee urn. Likewise, a storage shelf or table undershelf can bow or even crease and buckle if a heavy object is tossed onto it. Sturdy leg structure requires horizontal support to prevent wobbling and deflection. Tie-rods accomplish this on mobile racks, crossrails or worktables. The least sturdy reinforcement method is to simply hem and turn the edge of the enclosing metal sheet. This is commonly seen on cabinet bases. If the unit will be located where it is subjected to impact from mobile carts and other moving objects, a more substantial framework would be advisable.

Note the fastening method used to attach pieces together. Welding is by far the sturdiest and most permanent method, but it is also the most expensive. A fully welded piece of equipment can last years longer than one fastened by other means. Pop rivets have become a popular fastening method with manufacturers as they are quicker and less expensive to use than welding. However, pop rivets have a hole in the middle which can collect debris, and they cannot be replaced if they snap off. Screws are the least desirable fastener unless needed for access panels which must be periodically removed. Screws tend to work loose from the vibration and flexing of the equipment when in use and can fall out entirely, or the screw hole can become stripped and irreparable.

□ **Service and warranties.** Service availability is an issue well worth considering. Ask if there is a service agency in your area that can handle repairs and maintenance. Also check for ready availability of parts. Many manufacturers warehouse all parts for overnight delivery. Be particularly careful about parts and service for imported equipment. Foreign parts sometimes take weeks to receive.

Warranties from various manufacturers are generally quite similar for comparable types of equipment. It is worth noting if labor for repairs is included and if the unit will be serviced at your facility or must be disconnected and shipped back (frequently at your expense) to the factory.

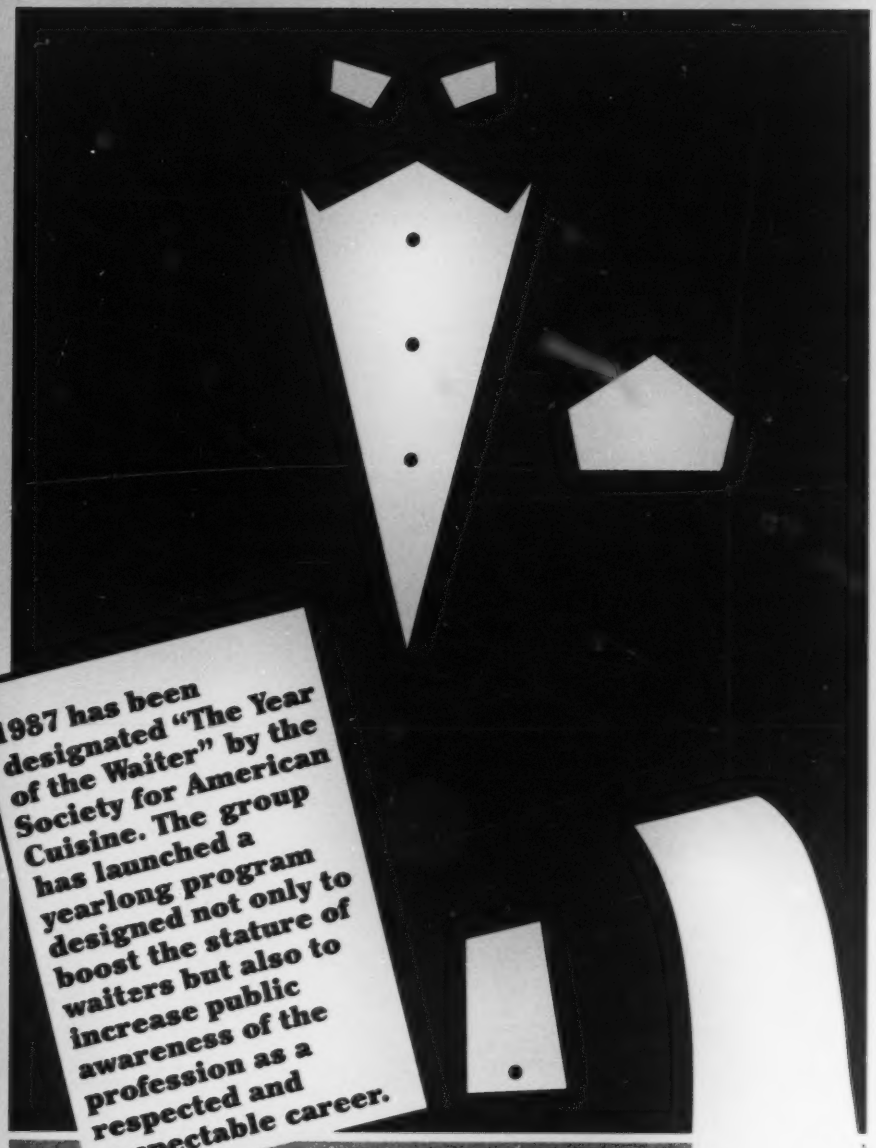
□ **Agency listing and approvals.** A variety of codes and standards has been set to assure equipment safety and sanitation. Although subject to local interpretation by governing officials (namely the health department, fire marshall and building department), these codes are generally adhered to for the issue of permits. Also, many licensed installers will refuse to connect equipment which does not have the proper listings.

Most manufacturers have complied with these codes in constructing their equipment. If so, the agency's approval seals will be prominently displayed on equipment and sales literature.

Organization	Application
National Sanitation Foundation (N.S.F.)	Sanitation
Underwriters Laboratories (U.L.)	Electrical Fire Safety
American Gas Association (A.G.A.)	Gas
American Society of Mechanical Engineers (A.S.M.E.)	Steam
National Fire Protection Association (N.F.P.A.)	Fire Safety

□ **Cost.** Price alone should not be the sole determining factor in your purchase decisions. As you might expect, more expensive equipment is generally built better and will last substantially longer than low-priced equipment. You will find that different manufacturers at relatively the same quality level will not differ all that much in price. Also, most prices *are* negotiable. The most important factors are that the equipment will do what you need it to do and that it is of sufficient quality to get your money's worth in service.

A tip for multi-unit operators. If you are considering purchasing equipment in quantity, some manufacturers may be willing to "loan" you a unit to test it out in your own kitchen. The terms of this loan will vary, but it can save making a costly error in equipment selection. ❑



1987 has been designated "The Year of the Waiter" by the Society for American Cuisine. The group has launched a yearlong program designed not only to boost the stature of waiters but also to increase public awareness of the profession as a respected and respectable career.

by Linda Nichols Durling

YEAR OF THE WAITER

Raising the status of waiters in America

"I'm a waiter, but . . ."
". . . I'm just doing it until something else comes along."
". . . it's just a way of financing college."
". . . I'm an actor during the day. . . ."
Waiters, it seems, commonly feel the need to justify their position in order to raise their status in the eyes of others. Waiting, they claim, is a means to an end—not an end in itself. Perhaps this is a clue to the present service crisis in America.

Patrick O'Connell, chef and owner of the Inn at Little Washington in Washington, VA, believes action needs to be taken to change society's perception of waiters and waiters' perceptions of themselves. "We need to raise the status of waiters in the United States before we can have great restaurants like those in Europe," he says.

European waiters are considered artists

Service at great restaurants in Europe is excellent, O'Connell says, and one reason for that is the belief that waiters are artists. "A European waiter has the same status as a fine musician," O'Connell points out. "To work at a fine three-star restaurant in Paris would be equal to working in the White House," O'Connell adds. "It is taken for granted that waiters will be well-spoken, gifted . . . literate human beings, comfortable among dignitaries."

Unfortunately, American waiters are not seen in the same light. O'Connell says society considers waiting a low-status job, so waiters perceive it in the same way and often fail to perform like professionals even though they often command a professional salary.

American waiters are not respected

Bill Sarkees, a waiter at the 165-seat Frog restaurant in Philadelphia, PA, for the past five years, agrees. Speaking at the fifth Symposium on American Cuisine last September in Philadelphia, PA, Sarkees voiced his exasperation. "Why don't people regard waiting as a career? To the public, the stereotypical waiter is uneducated and, therefore, inferior to those he is serving. He is im-

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polite, even rude. And, of course, the customer assumes a waiter can't do anything else for a living. If he could, he wouldn't be waiting on tables."

O'Connell explains that these perceptions create the service dilemma for the restaurant industry. "Since waiting tables has not been respected, it cannot attract the kinds of people we need to provide quality service."

O'Connell theorizes that one reason waiters are not well-respected in America is that Americans are not comfortable with the idea of being served. "We have some embarrassment as a culture with serving and being served—its roots are in democracy—we don't understand the duality of being served."

Andre Soltner, chef-owner of the 90-seat Lutece in New York, NY, believes the problem comes from equating waiters with domestics. "That doesn't fit our time any more," he maintains. "There are no domestics anymore. The workers have disappeared. I hope it will not happen to waiters. . . . They need stature."

"Year of the Waiter" begins

O'Connell and The Society for American Cuisine, a national professional association for the foodservice industry, have started a campaign to elevate the image of servers. In its Symposium on American Cuisine last year, the Society for American Cuisine formally dedicated 1987 as "The Year of the Waiter." This yearlong program is designed not only to boost the stature of waiters but also to increase public awareness of the profession as a respected and respectable career.

For the first time, the annual symposium invited waiters to share their views on what it means to be a waiter. O'Connell, chairman of the society's "Year of the Waiter" campaign, moderated the panel discussion, which included three men and one woman—all long-time waiters in the Philadelphia area.

A three-pronged plan

Out of that panel discussion arose a three-pronged plan of attack to raise waiters' status, both in the eyes of the restaurant industry and in the eyes of the public. Just as the position of chefs has changed, in only a few years, from a job to a profession—even an art—O'Connell thinks the position of waiter can change in the same fashion. Other restaurateurs, such as Soltner, agree.

1. Job title. One of the first issues raised at the symposium was the title of the job. The waiters on the panel agreed that the term "waiter" is dignified, but the term "waitress" is not. The solution they suggested is to call everyone a waiter. Just as a chef is both a feminine and masculine term, so could the term waiter connote both women and men servers, they said.

Inspired by the symposium, O'Connell implemented the name change in his restaurant. Although the new title took a little getting used to by the service staff (which is almost 50 percent female), it has quickly caught on. Michael McCarty, chef and owner of Michael's, a 120-seat restaurant in Santa Monica, CA, is not surprised. He has always called all his servers waiters, and they have liked it. "A waiter is a waiter," he says matter-of-factly.

2. Abolish tipping. The name change may raise waitresses' opinions of their own status, but how best to change society's view? The panel discussion at the symposium turned to the idea of abolishing tipping. The waiters said that the practice, although lucrative, is somewhat humiliating. As Bill Sarkees of the Frog restaurant explains, "Working for tips strikes me as a form of begging." To clarify his impression he pointed out that it is not a general practice after a medical examination or treatment to tip the doctor for a job well done: The doctor has a fee, and the patient understands this.

Sarkees concludes that "If we expect the public to regard waiting as a serious means of making a living, it should not be the public that gives us our salary." Sarkees suggested that American restaurants follow the European system of including a service charge in the bill.

The handful of restaurateurs who have implemented the service charge system in their restaurants agree that the system is an important way to improve the status of waiters. First, it creates a system of seniority. In establishments with tipping, a new person can earn the same salary as someone who has been working steadily for eight years. Second, it gets rid of jealousy between the back of the house and the front of the house since everyone is paid according to skill and merit.

But most important, says O'Connell, "The waiters find themselves with a guaranteed income, and they feel their money is given to them because of their worth instead of being based on the whims of the unknowing public.

"This tends to increase incentives, increase longevity and increase self-respect because it measures the true worth of the individual to the restaurant," O'Connell adds. "As soon as we get rid of the idea that diners buy the loyalty of the waiters and the waiter

Nationwide project to raise self-esteem of hospitality industry employees

Hospitality industry employees can afford to take pride in their profession. That's the message of "Ours Is A Special World—America's Hospitality Industry," a program launched last fall by the National Restaurant Association and 14 other national organizations. The program reminds employees that the hospitality industry includes foodservice, hotels, motels, clubs and the manufacturers and purveyors that supply them. It says that their industry performs a valuable social service; it cares for Americans away from home. And it reminds them that the hospitality industry offers a great variety of job opportunities and a remarkably rapid career ladder. In fact, the program underscores the simple truth that the future of America's hospitality industry is bright, bountiful, almost boundless. (The current aggregate employment approximates 10 million people. By the 1990s, the aggregate sales volume will exceed $400 billion.)

This message of self-esteem is conveyed to employees through posters, ad mats, buttons, bumper stickers and an eight-minute videotape. Samples of these materials were mailed to 68,000 companies in October.

If you need further information on "Ours Is A Special World—America's Hospitality Industry," call the association's communication department at (202) 638-6100 or (800) 424-5156.

sells out for a tip, customers will begin to respect waiters more."

At restaurants such as Michael's, waiters' salaries are financed by a 15 to 18 percent service charge. This provides enough income to pay the top waiters salaries that are more than competitive with flat tips. Although initially the dining public may be confused or upset by the system, once they are educated, McCarty and other restaurateurs who have implemented the system think everyone will be happier because service will be improved and the nuisance of figuring out tips will be eliminated.*

3. More training. Finally, the panel urged that waiters be more thoroughly trained. If unskilled waiters are not allowed on the floor, the public's poor perception of waiters will soon diminish, the panel maintained.

McCarty says that he has noticed that training has helped raise servers' self-esteem in his restaurant. "The waitstaff in our restaurant is a very proud group because we give tests, wine tastings and constant training," he explains.

O'Connell also feels very strongly about the importance of training. "Training is the singlemost important aspect to having an excellent staff," he states emphatically. O'Connell says he recently started an apprenticeship program for all new hires. "We no longer start new workers as waiters, even if they have worked 20 years in the business," he says. The apprenticeship program at the Inn at Little Washington lasts anywhere from three weeks to one year, depending on how fast the apprentice learns and how much prior experience he or she has.

Waiter Bill Sarkees agrees that all waiters would benefit from having stiffer entry requirements and more training. "All waiters suffer when a few unprofessional waiters do not take their jobs seriously," he says. "Only those people who have a love of food and a knowledge or understanding of it should be considered for the job."

Gary Penn, a professional waiter with more than 10 years experience at both casual and elegant restaurants, is one person who has taken steps to help people entering the serving profession build skills. He runs the Professional Waiter's School in Los Angeles, CA, offering a two-week course for individuals with no previous experience.

Penn says his school teaches that there is more to being a waiter than just serving food. "When you work at a great restaurant, no longer are you just going up to the table and saying, 'What do you want,'" Penn explains. "You are more like an educator, guiding the customer through the dining experience."

When more waiters have this kind of training, Penn thinks, the idea that waiting is a second-class job is going to change.

In sum

Calling all servers waiters, abolishing tipping and increasing emphasis on waiter training and selection are not going to change the status of waiters overnight, however. But the more contact the public has with well-qualified, professional waiters, the more the public will respect waiters both in and out of restaurants. This increased status will lure even more bright, articulate and educated individuals into the profession. And perhaps the restaurants' service dilemma will be solved. ❑

*For a more extensive discussion of service charges versus tipping, see the February 1987 issue of **Restaurants USA.***

Essay contest to uncover what makes a waiter great

In order to heighten national awareness of the waiter as a foodservice professional, the Society for American Cuisine is sponsoring a major essay competition. Any waiter currently employed in a foodservice establishment anywhere in the United States can compete with a description of "The Perfect Waiter."

Patrick O'Connell, chef and owner of the Inn at Little Washington in Washington, VA, and chairman of the "Year of the Waiter" campaign, said the goal behind the essay competition is to demonstrate to the public that waiters are literate, well-spoken and ambitious and that view themselves as professionals in a career that offers both profit and honor. "We also hope that it may teach us something about waitering that may contribute to a heightening of status," he says.

The grand prize, given to the entrant who provides the best description of the perfect waiter, will be a coast-to-coast culinary tour of America for two. This seven-city tour will begin in San Francisco, CA, and end in New York, NY, with gastronomic stops in Santa Fe, NM; Dallas, TX; St. Louis, MO; Chicago, IL; and Washington, DC. The winner will dine in each city's finest restaurants and stay at one of its leading hotels.

Three other grand prize winners will enjoy a weekend in San Francisco and a tour of the wine country, a weekend in New York with dining in three of New York's outstanding restaurants or a weekend at the Inn at Little Washington in Washington, VA.

Five individuals will win an all-expense-paid trip to the Symposium on American Cuisine, September 12–16, 1987, in Charleston, SC. All nine winners will be treated as special guests of honor at the symposium.

Twenty-five waiters will receive baskets of American foods and wines, and the top 100 finalists will each receive a special certificate and a specially minted medallion of recognition.

The judges will include a panel of distinguished food writers and restaurateurs.

In a related event, The Society for American Cuisine is planning to ask a panel of noted American authors and other celebrities to contribute essays on their impressions, experiences and feelings about the waiter's role in American society. These essays will be published in a leading consumer publication, with release timed to coincide with the announcement of the winners of the "Year of the Waiter" competition at the Symposium on American Cuisine this September.

O'Connell says the society is busily working to find sponsors for this contest, which is projected to cost about $50,000.

For entry blanks or more information, contact the Society for American Cuisine, 304 West Liberty St., Louisville, KY 40202; (501) 583-3783.

RESTAURANT

In an ideal world, all restaurants would be completely up to speed when they opened. Unfortunately, many don't have the time, cash flow or expertise to iron out all the

by Cecelia Niepold

A restaurant opening is much like the opening of a new play. Both are forms of entertainment with many different parts and players. And, no matter how well planned, it is rare that either are perfect from day one.

Realizing this, some restaurateurs are emulating the time-tested formula used by many theaters by incorporating a preview period with reduced prices. "Most types of entertainment have preview periods," says Antony Worrall-Thompson, co-owner of the New York, NY, branch of Menage a Trois, a "grazing" concept which has incorporated a preview period into the opening of each of its five international units. "Restaurants are entertainment as well, and it only seems right that people shouldn't pay full price for a restaurant's dress rehearsal." Consequently, Menage a Trois offered a 30-percent discount on its menu prices during its first six weeks, capturing the public's enthusiasm and the critics' approval.

Ironing out the wrinkles

"When I opened, I didn't have any experience in the food business," confesses Jean-Claude Baker, owner of Chez Josephine, an eight-month-old French bistro in New York, NY. "I felt it was appropriate to reward customers with lower prices because I needed some time to learn the trade. And, because the prices were reduced by one-third, I felt more comfortable if something went wrong.

"Even if you allow extra time for training, it is different when paying customers first walk through the door," he says. "The real fire, the real battle, is with customers who pay. That is when you really learn." And learn he did. During the month-long preview, he removed slow-selling items from the menu, refined recipes and tightened up service speed.

For instance, he offered a lobster cassoulet with white beans on his preview menu, but knew he was missing something and decided to substitute black beans instead. "By the time I officially opened, the lobster cassoulet with black beans was a hit, and a reviewer did a wonderful writeup of the dish," he says proudly. "Yet, I needed that three weeks of customer comment and experimentation to bring it to its proper state."

Developing goodwill

Besides providing a time period to perfect tangible elements, such as service and menu items, preview periods also generate a very crucial intangible for fledgling restaurants—customer goodwill.

At Chez Josephine, customers felt like partners in the restaurant's growing experience. "Instead of passive observers, they were active participants. They wanted me to succeed because they had been a part of it," Baker says. "In eight months, we have already developed quite a following of dedicated patrons who come back often and also send their friends and relatives."

"Offering preview prices definitely generated a lot of feelings of goodwill," agrees Ruth Ann Pittluck, co-owner of 1000 Wilshire in Santa Monica, CA, a contemporary Italian eatery which offered a preview discount of 25 percent when it opened in December. "Because we admitted we were in a preview stage, people were more comfortable telling us what was wrong. If they had a bad dinner, if it was cold or took too long, they said, 'We'll be back because the potential is here and we know you are trying.'" says Pittluck. "A lot of restaurants open, have high prices, don't pull it together right away and people never come back. But, if people feel you are really trying and not taking advantage of them, they will be back again and again," she says.

Critics generally approve of previews

Even critics are gentler with restaurants that have previews. Although critics generally wait at least one month before officially reviewing a new restaurant, they appreciate an owner's honesty in admitting the restaurant may not be up to snuff initially. Consequently, they view the end of a preview as a concrete signal that the restaurant is ready to be critiqued.

"Restaurateurs constantly complain that critics come too early to review," says Paul Camp, restaurant critic for the *Chicago Tribune*. "But I believe if a restaurant is charging full freight, then they should be ready to justify that price. However, if a restaurant discounts their prices for a certain amount of time, reflecting the fact that they have kinks to iron out, I will take that into account when I review or wait to review until they signify they are ready by raising their prices."

Ruth Reichl, restaurant editor of the *Los Angeles Times*, agrees. "I tend to be much more generous toward a restaurant that admits they are having opening problems," she says. "A preview has a feeling of professionalism. It's nice when a restaurant says, 'We really care. We're admitting we are not what we will be. To reflect that, we'll give you 15 to 20 percent off.' In such an instance, people aren't as likely to complain about the kinds of things that always happen when a restaurant opens."

Cecelia Niepold is managing editor at **Restaurants USA**.

PREVIEWS

kinks before opening day. For some restaurateurs, offering a preview with reduced prices is a practical as well as a more comfortable way to perfect the imperfections.

Building this kind of customer loyalty is obviously very important in today's competitive market. "In these days of what I call the 'migratory herd,' it is very difficult to develop the kind of customer loyalty restaurants enjoyed 20 years ago," says Camp of the *Chicago Tribune*. "But, if you can do something extra for people, catch them the very first time they come to your restaurant, get them on your team and help them 'buy into' the success of the restaurant, you may create that kind of loyalty. But you have to do it right at the beginning; that's your only opportunity because customers move quickly."

Considerations

There are many advantages to staging a restaurant preview, but, before raising the curtain, consider these factors.

□ **Discount percentages.** Pricing a preview menu can be tricky—there is no special formula, and each restaurateur has to arrive at his or her own "bottom line" according to the market and menu.

Ruth Ann Pittluck sums up the most common approach: "We wanted the percentage to be high enough to be an incentive to get people in, but, at the same time, not so high that we couldn't cover our costs. Twenty-five percent seemed to work well. We didn't make money, but we didn't lose any either and the rewards were well worth the expense."

Antony Worrall-Thompson took a different approach when deciding on a preview discount. "I felt we were two-thirds of the way toward being complete," explains Worrall-Thompson, "so I decided on a 30-percent discount because that was my estimation of how much we were lacking."

□ **Pricing strategies.** Pricing strategies can also vary. Some restaurants use full-price menus and credit customers a certain percentage, while others print special preview menus with lower prices.

At 1000 Wilshire, for example, customers were presented with the actual menu and an attached preview card which read: "Our goal is to have the finest restaurant in Los Angeles, but we know there will be some unforeseen problems that will prevent us from achieving our standards right away. To reward you for trying us during this period, we will automatically credit your bill with a 25-percent discount on all food purchases."

Antony Worrall-Thompson agrees with this philosophy. "Having the real prices on the menu looks better psychologically," he says. "Patrons can see the savings for themselves and won't be surprised when the prices go up."

Jean-Claude Baker took a different approach. He knew he would probably refine the menu and printed a special preview menu which only had preview prices on it. To make the preview period clear to customers, however, he included a statement at the top of the menu which informed customers that the prices were one-third below the eventual prices and that the reduced prices would be in effect for one month only.

□ **Customer reaction.** Because restaurant previews are a fairly recent development, it is wise to carefully consider how you will announce your preview and how customers may react. For instance, some critics caution that preview prices may not appeal to some customers. "You have to be very careful in the way you promote the reduced prices," says Paul Camp, restaurant critic for the *Chicago Tribune*. "The question is whether the public will think they are getting something special or if they will just think things aren't right yet and wait to visit until they are."

Adds Bob Levey, restaurant critic for the *Boston Globe*, "If something is discounted, sometimes people think less of it."

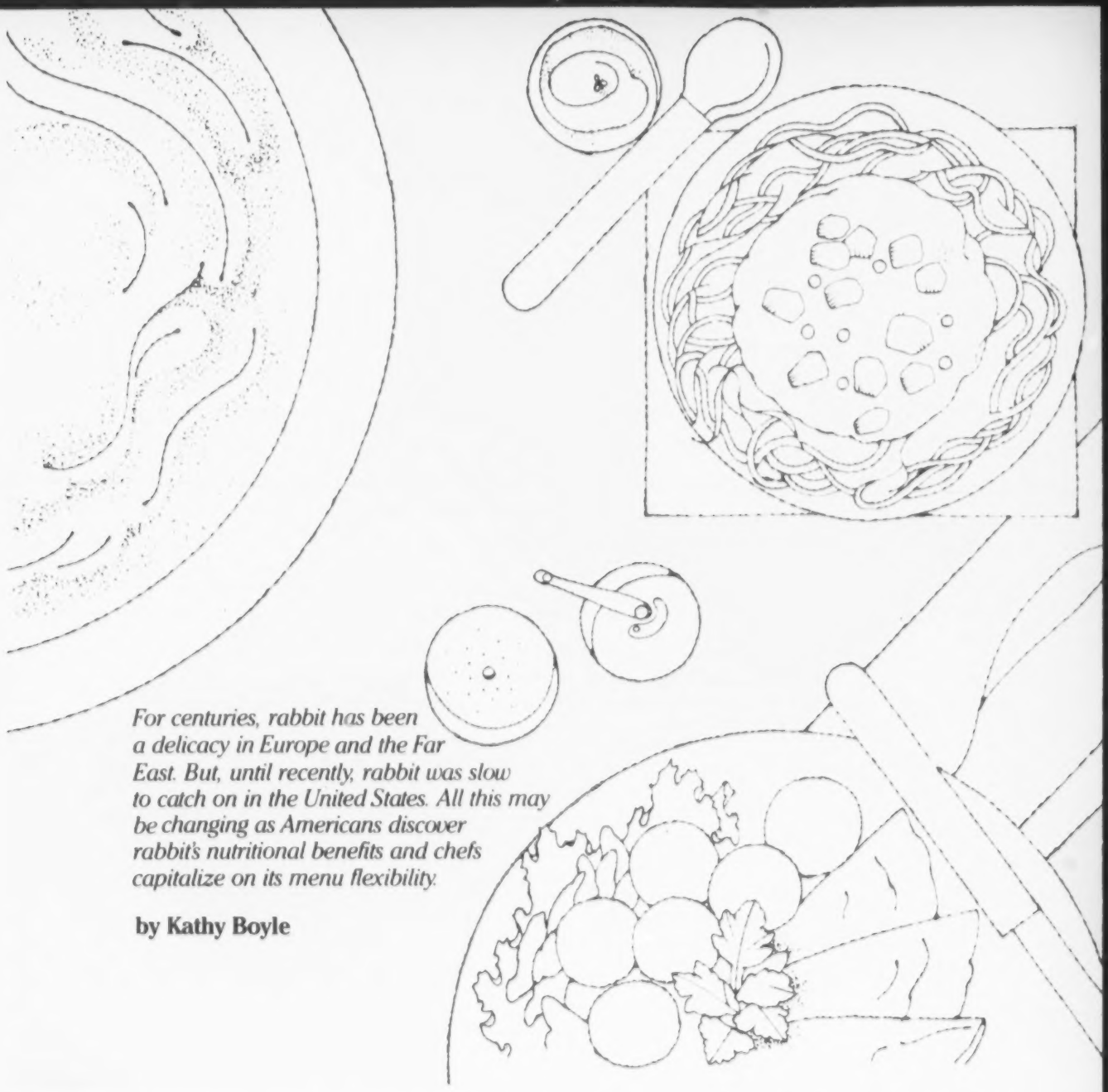
□ **Advertising.** Most critics agree that a restaurant preview can generate welcome advertising for a new restaurant. Even so, Antony Worrall-Thompson of Menage a Trois advises operators not to advertise preview prices. "We didn't advertise our lower prices because we didn't want to attract a horde of cheapskates," he says frankly. "Our purpose was to thank customers for trying us while we were ironing out details, not to bring in so many people that we would be swamped." He suggests that word-of-mouth advertising is best.

On the right track

A reduced-price preview may not be the perfect solution for every new restaurant, but the general concept of learning from customers and compensating them for a "practice" dining experience is something first-time restaurateurs may want to consider.

There are other ways to preview menus as well—from complimentary desserts or appetizers to "soft openings" where select groups of customers are invited to test a new operation. Some restaurants are even holding previews for charity—inviting paying customers to sample the restaurant, learning from their comments and then donating the proceeds to a charity.

No matter which particular avenue is chosen, critics and customers alike applaud the growing recognition among new restaurateurs that it takes a while to fine-tune a restaurant. As Marian Burros, critic for the "Living Section" of the *New York Times*, says of restaurants offering previews, "Perhaps this is the cutting edge of a new and welcome trend." ❑



For centuries, rabbit has been a delicacy in Europe and the Far East. But, until recently, rabbit was slow to catch on in the United States. All this may be changing as Americans discover rabbit's nutritional benefits and chefs capitalize on its menu flexibility.

by Kathy Boyle

Rabbit is slowly making its way onto dinner tables in all types of restaurants. Although Americans have not overcome all of their tendencies against eating "cuddly bunnies," there is growing acceptance for rabbit because it is lower in calories and fat than most other meats, including veal, chicken, beef, lamb and pork. It is organically raised (without additives), and 95 percent of the protein in rabbit meat is digestible—again, a higher proportion than found in most other meats.

Kathy Boyle is a free-lance writer in the Washington, DC, area who writes frequently for **Restaurants USA.**

Cooked rabbit tastes very much like chicken; its texture is similar and so is its versatility. For example, it can be cooked in a wine or mustard sauce, served over noodles, made into a pate or sausage, shaped into a patty and sauteed, served in a stew, roasted, breaded, barbecued, fried or combined with such complements as blue cheese dressing.

How restaurants serve rabbit

Stephan W. Pyles, chef and partner in the 52-seat Routh Street Cafe in Dallas, TX, and the bistro—Baby Routh (145 seats)—serves rabbit in both establishments. At the original Routh Street Cafe, a fine dining restaurant with a five-course, fixed-price menu that changes daily, rabbit is on the menu at least once every two weeks. At the more casual Baby Routh, Pyles serves rabbit daily. "At Baby Routh, we use the rotisserie and roast a loin or a leg, serving the equivalent of one half rabbit off the bone," says Pyles. "Then, I serve it with black bean sauce with an avocado-tomatillo relish or with creole mustard and maple grit cakes as a side dish."

Bill Parton, chef and manager of the historic, 97-year-old, Buckhorn Exchange, both a 85-seat restaurant and museum in Denver, CO, serves a regular rabbit plate and a combination

Winning customers over to RABBIT

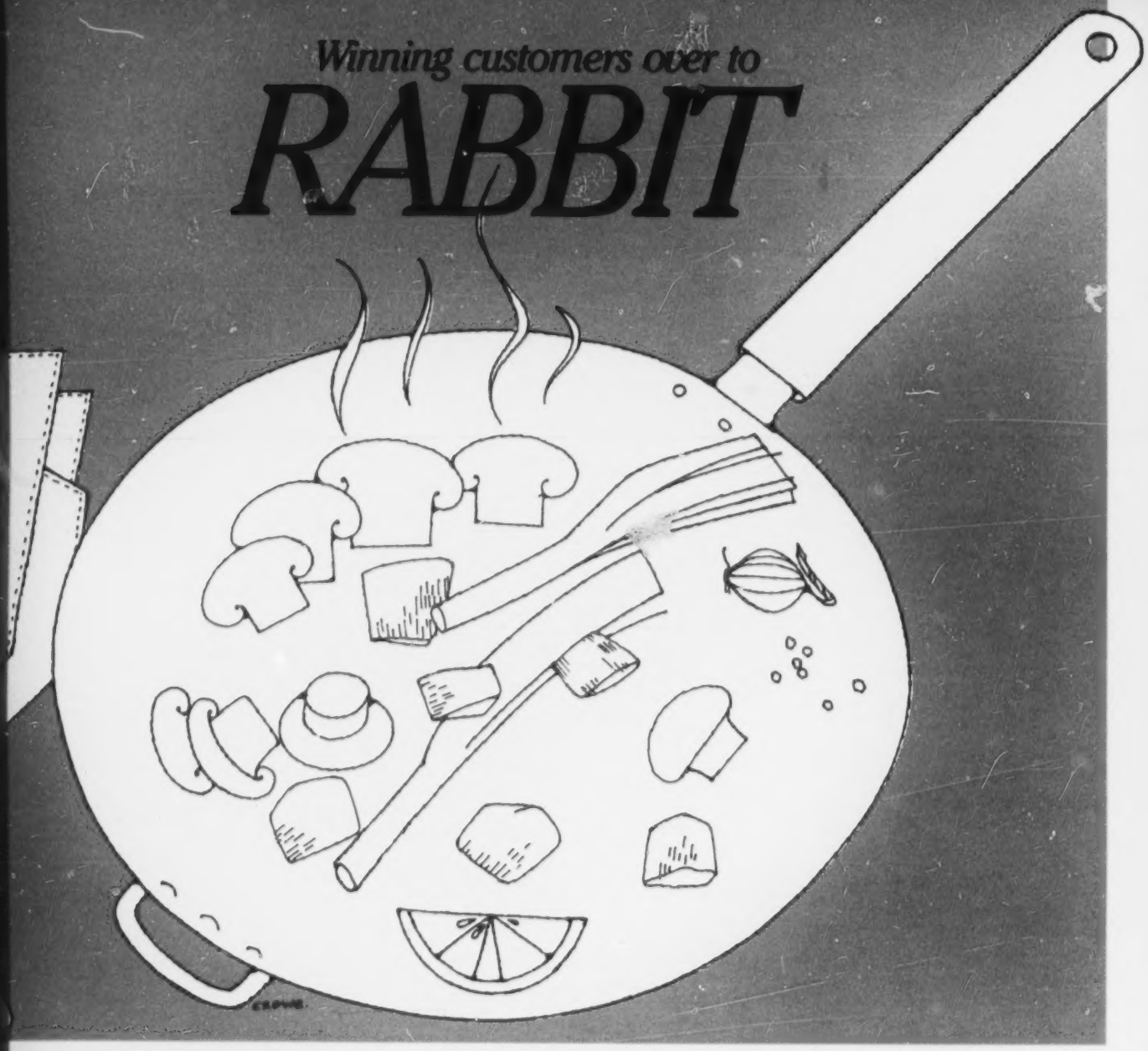


plate of rabbit and buffalo. "We also make a rabbit sausage, and I barbecue rabbit and serve it with tiny vegetables and artichoke hearts, mushrooms and onions in a beef stock with sour cream and bacon," explains Parton.

Umberto Zuluaga, co-owner of the 110-seat Capriccio Restaurant in Brewster, NY, does not keep rabbit on the menu, but he regularly makes it on request and has noted a growing interest in game such as rabbit. "I serve it lots of different ways," he says. "I marinate it in red wine with carrots, rosemary and tomato paste, then I strain it and serve it with fettuccine and wild mushrooms, or I just saute the rabbit with wild mushrooms."

Introducing rabbit to customers

Some chefs believe customers need to be introduced gradually to rabbit, but agree that persistence in serving rabbit can pay off. The 150-seat Heritage Restaurant in Mariemont, OH, 12 miles east of Cincinnati, serves contemporary American dishes and features a number of Cajun and Southwest American specialties. Both regional cuisines include a good deal of wild game and rabbit. According to chef Jerry Hart, "We usually use five rabbits a week. I run different specials. For example, I take the legs and pound them like veal and serve them like veal picatta. Or I serve the loin grilled as an appetizer with several sauces: a mustard sauce, a red pepper sauce and a chili sauce. I use the front legs in a sausage and rabbit jambalaya. And I also serve a smoked rabbit sausage." To promote the rabbit dishes, Hart invites servers to taste the dishes. "I know if they like a dish, it will sell well."

Cathy Armburger, chef at the 80-seat La Normande in Pittsburgh, PA, and the less formal 60-seat Le Bistro, serves quite a few game dishes—venison, grouse, pheasant, duck, elan and moose as well as rabbit. "I have been serving rabbit for four years and have seen steady growth. It moves very well, and it has become so popular that I

put *La Pereau Braise a la Provencal*, rabbit with garlic, onions and tomato, on my menu as a regular item. Two other rabbit dishes featured as specials are *Lapin aux Calvados* and *Lapin au Moutarde*. "In the bistro, I use daily blackboard specials serving a grilled tenderloin of rabbit or a rabbit stew or a hot rabbit pate en croute with a spicy Dijon dressing and wild mushrooms," she says.

Armburger felt so confident that she was winning customers over to rabbit that she even risked selecting rabbit for one of the main dishes for La Normande's eighth anniversary dinner, and it proved to be very popular.

Milos Cihelka, Czechoslovakian-born chef-owner of the 220-seat Golden Mushroom restaurant in Detroit, MI, is also extremely fond of wild game. In fact, he created a rabbit dish for his entry in the 1984 International Culinary Competition in Frankfurt, Germany. The dish—whole, boned rabbit, stuffed with sweetbreads, spinach and ham, then tied, roasted and served in individual round slices—won him a gold medal.

Even hospitals have become interested in rabbit because it is raised without chemicals and is low in cholesterol, notes Judith Widmer, partner of Wild Game, a fresh game distributor in Chicago, IL.

Rabbit promoted in game festivals

Although many restaurateurs do not serve rabbit regularly, some occasionally or seasonally highlight rabbit during a special game festival. Each year, Trumpets, the 138-seat restaurant in the Grand Hyatt Hotel in New York, NY, for example, holds a game festival, which always includes rabbit. This past year's selection was *Terrine of Wild Rabbit with Pistachios and Plum Compote*.

Since the rabbit consumed in restaurants is raised, not hunted, there is really not a season for rabbit. Many customers, however, perceive rabbit to be a seasonal item available only during hunting season. This is not true except for wild rabbit, which rarely finds its way onto menus. "Typically, people associate rabbit with the fall and winter," says Armburger. "It is almost synonymous with the way people think of oysters. As you know, you can get oysters year round today, but people cling to the notion that they can get them only in the "r" months of the year. It is the same with game. Even though the game is raised on farms and is good quality year-round, at the end of March people quit ordering it as much, although I leave it on the menu."

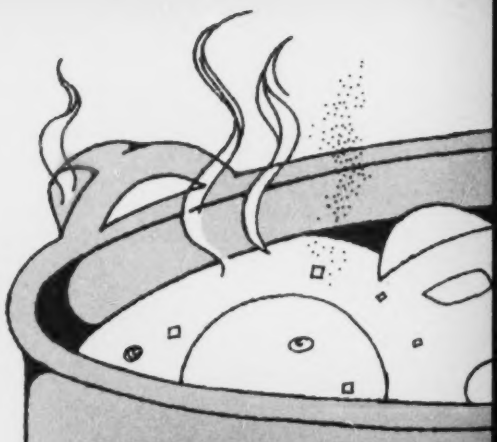
Procuring rabbit

Getting a steady supply of rabbit is no problem. If the local meat purveyor does not offer rabbit, there are a number of specialty purveyors who ship overnight. Typically, specialty suppliers ship in corrugated boxes with insulated styrofoam liners packed with ice. The product is sold c.o.d. by the pound, with freight charges added. Margaret Morales, vice president, marketing, of the American Commercial Rabbit Association in Arlington, WA, tries to keep an up-to-date list of suppliers to put customers in touch with one nearby.

Despite shipping costs, many chefs agree rabbit can offer a very good food cost ratio since it brings an excellent price on the menu. "I can get it flown in any day of the week; and since it is wrapped in cryovac, it has a longer life. I get it at a good price initially, and I get more for it on the menu since it is served in some of the more unusual dishes. And, it is a good seller, so it makes sense," says Stephan Pyles of the Routh Street Cafe. In addition, points out Hart of the Heritage Restaurant, "Rabbit is a very efficient animal with very little waste."

Armburger explains that there are many ways to purchase rabbit, "It is very much like chicken. You can buy the frozen, smaller rabbit known as 'pel frez,' which is a one-sixth rabbit or a larger whole rabbit often raised in Colorado. The saddles are not tough, and, like chicken, you can roll it in flour and fry the white meat for 45 minutes," she says. "Basically, with rabbit it is just like any other meat; its quality depends on how big it is and how old it is. There is, of course, a tough piece of cartilage across the back which you can't eat, and it is time-consuming to cut it out, but it is just like cutting any meat once you become familiar with it. I find the front quarters stringy and usually grind them into pate."

Parton at the Buckhorn Exchange concurs, "We buy them like chickens, split and already cut-up and use the



PAILLARD OF RABBIT

Serves 4

Ingredients:

The paillard

6 lean pieces of rabbit loin trimmed of all gristle and outer membranes, about 1¼ lbs.
Salt to taste if desired
Freshly ground pepper to taste
2 Tbsp. melted butter

The sauce

2 Tbsp. butter at room temperature
1 Tbsp. Dijon-style mustard
1 Tbsp. finely chopped parsley
1 tspn. Worcestershire sauce
2 tspn. lemon juice
Salt to taste if desired
Freshly ground pepper to taste

Method:

1. Put each piece of rabbit on a flat surface and pound without breaking the tissue to a thickness of about ¼ inch or slightly less. Sprinkle on both sides with salt and pepper.
2. Brush the slices on both sides with melted butter.
3. Heat a skillet (preferably a black skillet) until it starts to smoke. Add the rabbit pieces, 2 or 3 at a time, and cook on one side over medium-high heat about 45 seconds. Turn and cook on the other side about 45 seconds. As the meat cooks, run a spatula or pancake turner under the pieces to prevent sticking. If you prefer, the rabbit pieces could be cooked on a charcoal grill.
4. To prepare the sauce, combine the butter, mustard, parsley, Worcestershire sauce, lemon juice, salt and pepper in a mixing bowl and beat to blend with a wire whisk. Brush this sauce over the cooked rabbit meat and serve immediately on very hot plates.

—Courtesy of Craig Claiborne, copyright © 1986 by The New York Times Company, reprinted by permission.

Calories, fat content of various meats[1]

	Calories	Fat total grams
Chicken	239	14
Turkey	172	6
Beef[2]	349	27
Veal loin	232	13
Lamb leg	276	19
Rabbit	216	10

[1]Per 3½ ounce cooked, edible portion
[2]Composite value—all grades
Source: USDA

HASENPFEFFER

Serves 6

Ingredients:
1½ cups cider vinegar
1½ cups cold water
1 cup sugar
3 bay leaves
2 tspn. salt
1 tspn. whole cloves
¼ tspn. black pepper
½ tspn. allspice
1 medium onion, sliced
3 lbs. rabbit, skinned and cut up
½ cup flour
Butter or shortening
Cornstarch or arrowroot

Method:

1. Combine the vinegar, water, sugar, spices, seasoning and onion in a large bowl. Add the cut up rabbit. Cover and refrigerate for at least 12 hours, preferably a day or two.
2. Remove the rabbit and drain well. Save the marinade.
3. Dip the rabbit in flour and fry until brown in ¼ inch of hot butter or shortening in a heavy skillet.
4. After browning, place the rabbit in a clean fry pan. Add the marinade. Simmer covered until the rabbit is tender, about one hour.
5. When the rabbit is tender, remove from the pan and thicken the remaining liquid with a paste made of a small amount of cornstarch and water. Serve the sauce over the rabbit.

—*Courtesy of Tom Collins, Collins Backroom Cooking Secrets*

rear and front legs. We use some whole rabbit and bone them, and we also make a rabbit sausage." Zuluago uses both his purveyor and a local specialty supplier who raises a larger rabbit—a four or five pounder.

Rabbit industry in infancy

Despite the growth of the market and supply, growth has been primarily impeded by the stigma associated with rabbit, laments Morales of the American Commercial Rabbit Association. "Other forms of meat have a different commercial name than the name of the animal. For example, pork, veal, beef and poultry do not name the pig, cow and chicken. One of the things we are looking at is a commercial name for rabbit to disassociate it psychologically from the furry little bunny," she explains.

Once the stigma is overcome, there are those who believe eventually someone will cash in on the idea for widespread distribution and rabbit production will cease being a cottage industry dominated by local farmers and local processors. "It is just like the shrimp market a number of years back," says Joseph Cioch, head of the Department of Restaurant, Hotel and Institutional Management at Purdue University in Lafayette, IN.

In fact, some experts argue that rabbit meat is now in about the same position as chicken broilers were back in the 1930s. "It used to be that restaurants could only serve fried chicken from April to August. That was the only time there were young chickens available. Then, in Delaware in 1936, chickens began to be grown strictly for broiler meat," observes Dr. William Stadelman, professor emeritus in the Department of Food Science at Purdue University.

Rabbits have not yet begun to compete with broilers because rabbit meat production is very labor-intensive, production is widely dispersed in many small units and mechanized processing equipment is not available. "The largest rabbit production unit I have heard about has only about 1,000 does (females). Most units have less than 25 breeding does. Compare this with the chicken industry where a standard broiler house will, depending on the size, house anywhere from 20,000 to 70,000 broilers," Stadelman explains. Moreover, there is a rather high mortality rate in rabbit growing, and, as a minor food-producing species, the pharmaceutical houses are not developing medication for rabbit diseases. Finally, there are very few federally inspected rabbit-processing plants in the United States. "There is a distinct disadvantage for smaller plants that may want to process rabbit. They must pay for their own federal inspector, increasing the price of the product," notes Margaret Morales.

On the positive side, one significant advantage rabbit has over other meat products is that it can be grown on feeds not competing with human foods, unlike poultry and swine. Also, rabbits have an advantage over cows and sheep in that they can be grown in close proximity to humans.

Fast food rabbit?

Although the only known attempt at a fast food rabbit failed, the problem was not the product, says Dr. Joseph Cioch of Purdue University. "Three or four years ago, Hop Scotch FastFood in Lafayette, IN, was doing so well, they were serving 1,000 people a day," recalls Cioch.

The breaded white meat came with french fries, cole slaw and soda. The product had no gamey taste. It was very similar to fast food fried chicken and was being sold for 99 cents a piece.

Unfortunately, however, the operation ran into some legal problems with its rabbit suppliers, who complained to the Securities and Exchange Commission. "Consequently, Hop Scotch went out of business," surmises Cioch. But he is quick to add that the operation had some other shortcomings as well: uninviting decor, limited seating and poorly planned kitchen facilities for the high volume of business that the concept generated.

Cioch still believes Hop Scotch was a great idea and says the owner received hundreds of fan letters. "I have yet to find anyone willing to try it on a large scale, however. In fact, I have had some of the larger companies explain that if they put it on the menu, it would be difficult to find suppliers who could produce enough rabbit. But I have a feeling someone smart will pick up on the idea sooner or later," he concludes. ❑

Viewpoint

by Harris H. "Bud" Rusitzky

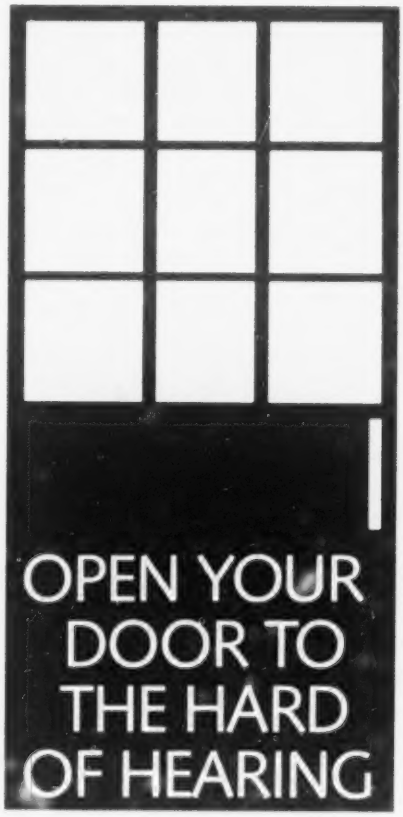
Six percent of the population, or roughly 13 million people, is now hearing-impaired. You can make these individuals feel welcome in your restaurant by training your staff to treat them with consideration. Once they feel comfortable, they will become your regular customers.

Hearing impairments affect individuals of all ages, and they can occur at any time from birth through old age. The degree of loss can range from mild to severe. Of the 13 million Americans who are hearing-impaired, only two million are considered deaf. The rest have less severe hearing losses. I have a hearing loss, and I have learned to work around it. Before I go to a restaurant, I try to preplan my visit. I ask for a quiet corner or a table where the background noise is minimized and where the lights are bright. Once inside the restaurant, I try to seat myself so that my better ear is closer to the person with whom I am going to converse.

You, as an operator, can do this type of preplanning for your hearing-impaired customers. By training your employees to anticipate the needs of patrons with hearing loss, they will not be flustered when they have a customer who cannot hear. If they are willing and ready to serve, the customer will feel more comfortable as well. Hearing-impaired persons are keen observers of facial expressions, body language and behavior. They can easily identify a person who is impatient, angry or disinterested. That is why it is a good idea to develop a policy for dealing with hearing-impaired and other handicapped individuals.

Here are some pointers you may want to keep in mind to help your staff communicate with the hard of hearing.

□ Servers should be seen clearly by hearing-impaired customers. They should avoid standing in front of a light source, such as a window or bright light, because this puts the speaker's face in shadows, making lipreading difficult if not impossible. You may want to designate some tables for the hard of hearing to eliminate this situation.



□ Make sure your staff gets the hearing-impaired customer's attention before speaking. A tap on the shoulder or some visual signal works well as long as it does not startle the customer.

□ Your staff should look directly at the hearing-impaired customer while speaking. Even a slight turn of the head can obscure vision, making speechreading more difficult. Moreover, eye contact establishes a feeling of direct communication.

□ Your staff should speak clearly and slowly to hearing-impaired individuals, enunciating each word, but they should not exaggerate or shout. Exaggeration distorts lip movement, making speechreading more difficult. Short sentences are easier to understand than long sentences.

Sometimes it may be necessary to communicate with hearing-impaired patrons in writing, and your staff should have a paper and pencil handy for this purpose. They should ask hearing-impaired customers if they would like to make their intentions known in writing. Many, in fact, prefer to do so in restaurants.

□ Servers should doublecheck orders to make sure they have been understood, especially if the order is from the specialty portion of your menu. Encourage servers to ask questions if clarification is needed. On one recent restaurant visit to a quickservice establishment, a deaf customer ordered a hot fudge sundae and ended up with a hot fish sandwich. Questions can help minimize such embarrassing substitutions.

□ When something is misunderstood, encourage your staff to rephrase a thought rather than repeat the sentence exactly. Sometimes, particular combinations of lip movements are very difficult to speechread. Rephrasing the sentence often sidesteps this difficulty.

□ Remind your staff that facial expressions, gestures and body movements help to communicate ideas.

□ No one should speak directly into the ear of a hearing impaired individual.

□ The patron should always be addressed directly, even if someone may be serving as an interpreter. The hearing-impaired individual will know when to ask for help.

Such simple steps could help your staff open a large door of opportunity for your operation. If hard-of-hearing individuals find that your restaurant makes them comfortable, you can be sure they will frequent it. ❑

Harris H. "Bud" Rusitzky, president of ServRite Foodservice in Pittsford, NY, is on the Board of Directors of the National Restaurant Association. At the last Board meeting, he was nominated to become the association's next treasurer. In 1986, he represented the association at the International Federation of the Hard of Hearing Conference at the Rochester Institute of Technology in Rochester, NY.

Ways to accommoda elderly patrons

Awareness of the physiological changes that accompany aging will help restaurateurs woo the elderly market, which represents 12 percent of the population.

According to the Bureau of the Census, households headed by individuals 65 years old and older have the most discretionary income per capita of any age group. Yet, these consumers are not spending their money in restaurants. In fact, they eat only 1.8 restaurant meals a week, compared to the 3.7 meals per week eaten away from home by the general population.

As a restaurateur, you may want to woo this market, which represents almost 12.0 percent of the population. To do so, you should be aware of the physiological changes that accompany aging. Some of these changes influence food preferences and often dictate nutritional needs.

Sensory function diminishes

Taste, vision, smell and hearing are crucial to the enjoyment of food, but, after age 65, sensory perception begins to decline. For example, visual ability to adapt from bright to dim light diminishes. That is why senior citizens are often reluctant to dine in dimly lit restaurants or ones where the menu is hard to read. Be sure that the type for your menu is large (no smaller than 12 points) and clear (use script and exotic typefaces sparingly). Very dark colors, such as black, brown, blue or green, are easier to read than light colors, such as pink, yellow or lavender. Reversed type (white on black background) can be hard to read.

Because hearing ability diminishes with age, older din-

Health and nutrition attitudes of elderly consumers

Elderly patrons are more concerned about dietary restrictions than is the general population

	Percent who strongly agree	
	65 years and older	Total adults
Eating a lot of fresh fruits and vegetables is important to you	80%	71%
It's important to eat three well-balanced meals each day	64	53
You are often concerned about your health	59	58
Your favorite type of restaurant is one where everything is made from scratch	59	47
Restaurants ought to offer different-size portions for different-size appetites	55	58
You prefer broiled to fried foods	52	52
You prefer restaurants that feature salad bars	46	63
You wish more restaurants in your area offered food for people on restricted diets	44	38
You wish more restaurants in your area offered menu items cooked without salt	40	34
You make a point of ordering foods that are nutritious when eating out	35	29
You look for low-fat foods when you eat out	30	21
When eating out for a special occasion, you are less concerned about the nutritional value of the food you eat	26	30
There is no difference in taste between fresh and frozen foods served in restaurants	14	6

Source: National Restaurant Association, *Consumer Nutrition Concerns and Restaurant Choices, Vol. II*, 1986

ers may shun a noisy dining area that can make it difficult to follow a conversation. Taste and smell acuity also decline with age as do the actual number of functioning taste buds. As a result, older patrons may want foods with more pronounced flavors or more highly seasoned foods than do younger customers.

Dental function deteriorates

Periodontal disease, characterized by slow deterioration of the jawbone and inflammation of the gums and other dental tissues, is prevalent in people over 35 years of age. Periodontal disease eventually results in the loosening and loss of teeth. In fact, most people 70 years of age and older have lost some or all of their teeth. The continuing deterioration of the jawbone makes the proper fitting of dentures a constant challenge. Because inadequately chewed foods tend to cause digestive discomfort, victims of periodontal disease and those with ill-fitting dentures tend to prefer soft foods. Food need not be pureed or ground, however. Souffles, main-dish crepes, chili, pot pies, fish, hearty soups and pasta dishes are a few examples of appropriate items.

Delays in digestion and absorption

Many older people complain that certain foods no longer "agree" with them. There are a couple of reasons for this. As we age, lean body tissue (muscle) is replaced by fat and connective tissue. It is estimated that by 80 years of age only half of the muscle cells remain. The stomach and intestinal muscles do not escape this transformation, and, consequently, food moves through at a slower rate, causing distention and constipation. Further delays in digestion and absorption are caused by a reduced rate of blood flow. Older people also produce less digestive juices, especially the juices that target fat, which is why many elderly individuals avoid fried or fatty foods. Adequate intake of both fluids and fiber can help alleviate these symptoms.

Moreover, caloric requirements gradually decrease during adulthood as a result of a slower metabolic rate, which decreases by about two percent per decade. Decreased physical activity compounds the problem. The caloric requirements of people between 51 and 75 years of age are about 90 percent of those for a young adult; for those over 75 years of age, caloric requirements drop to 75 to 80 percent of optimum levels. This explains why, as a group, older patrons may seem to be disproportionately aware of or concerned about "fattening" dishes.

Foods and beverages elderly patrons are likely to try in restaurants

Low-fat items are more popular with the elderly than with the general population

	Percent who are very likely to try	
	65 years and older	Total adults
Fresh fruit	67%	78%
Whole wheat bread, rolls, crackers	65	60
Lean meats	64	64
Steak or roast beef	55	58
Broiled/baked fish or seafood	54	63
Poultry without skin	53	47
Cereal with skim or low-fat milk	44	33
Low-fat cottage cheese	40	33
Raw vegetable appetizer	40	45
Food cooked without salt	39	36
Whole grain muffins	37	41
Caffeine-free coffee	36	28
Fried chicken	33	32
Vegetables seasoned only with herbs and lemon juice	32	36
Fried fish or seafood	29	34
Premium ice cream	28	28
Low-fat, low-calorie, fruit-based desserts	24	25
Reduced-calorie salad dressing	23	29
Whole grain pancakes/ waffles	23	30
Caffeine-free soft drinks	22	30
Sugar substitute	22	25
Fruit ice/sorbet	21	22
Regular soft drink	20	35
Diet soft drink	16	30
Bagel/bread with low-fat cream cheese	16	24
Calorie-controlled entree	16	20
Rich, gooey or chocolate dessert	13	22
Low-cholesterol egg substitute	6	9

Source: National Restaurant Association, *Consumer Nutrition Concerns and Restaurant Choices, Vol. II*, 1986

Other factors

An increased incidence of chronic diseases accompanies aging. People over 65 years of age experience the highest rate of heart disease, hypertension, arthritis and diabetes, and the treatment of most of these diseases involves diet therapy. Compared to younger patrons, older customers are more likely to have dietary restrictions, which means they are likely to make requests for special foods or preparation techniques. You may want to consider accommodating requests for variations in food preparation, such as cooking without salt or broiling rather than frying. A note on the menu that alerts elderly patrons to your receptivity could eliminate embarrassment or awkwardness on the part of patrons.

Elderly patrons represe the largest group of prescription drug users in the country. In some cases, multiple drugs are prescribed for various conditions. Some drugs influence appetite or alter taste perception. Distorted taste may cause some older patrons to complain about or refuse perfectly good food. Training your waitstaff to understand the characteristics of the elderly will help stimulate more sympathetic service.

—Claire Regan, R.D.

Fisher's Law #82

How *secure* is the boss?

The concept of "authority" in organizations has received considerable attention in both management literature and academic circles. One concept of authority, for example, states that the basis of authority lies within the subordinate(s), not management, because it is granted (therefore, possessed) by subordinates. If subordinates do not grant authority to management, then management does not have it since subordinates will not undertake what management directs.

If one accepts this concept of authority, which has some merit, then one may wonder how *secure* management is if the authority it possesses is *controlled* by the subordinates. Here are some key indicators that can provide insight into the question.

1. When you are away, chaos occurs. When you are away from your responsibilities for whatever period of time, for whatever reason (vacation, convention, etc.), if the place is in an absolute uproar when you return, you are probably very secure in your position. Obviously, if your absence causes pandemonium among your employees, you must be the stabilizing influence when you are around. In fact, the greater the chaos, it can be argued, the more secure you are in your position of authority.

2. You are nervous about going to different areas within the organization. Some managers, when they venture forth to less familiar areas of the organization, become a little anxious and uneasy since the surroundings are not all that familiar to them. Subordinates working in those areas give furtive glances and wonder if management is checking up on them, or the grapevine goes into motion with the warning that "The boss is coming." The more surprised your employees are to see you, the stronger must be your authority base.

3. Subordinates duck you rather than greet you. If your employees smile, wave or give you a warm greeting when they cross paths with you, you could be in trouble. That's what people do with friends. If they are signaling they consider you to be a friend, your authority base is likely to be eroding rapidly. If, on the other hand, you notice that your employees avoid you, do not make eye contact with you, do not sit near you in meetings, drop their heads without speaking, etc., that's all that you could hope for. You know your authority base is strong and secure because the sullen, withdrawn, non-communicative behavior of subordinates is ample evidence of their deference to you as the boss.

4. No one comes to you voluntarily; you always have to send for them. Sometimes, subordinates take an aggressive role and request to meet with their organizational superior. Sometimes, the request is formal (arranged through a secretary), and, sometimes, it's informal (they hang their head around a door frame and ask, "Do you have a few minutes to discuss something?"). Either circumstance is terrible. Do your employees think that all you have to do is talk with them? Do they think they have the run of the place? If people come to you on their own, voluntarily seeking you out for assistance or advice, you could be on very shaky ground. On the other hand, if people never come to you unless summoned by you, it could mean that you are on very solid ground. Everyone has heard of the "Don't call me, I'll call you" approach to interpersonal relationships. This is very businesslike, very authoritative. It shows them "who's boss."

5. Your comments and suggestions are regarded as orders. Subordinates listen carefully to persons in authority to hear what is said and what isn't said. Therefore, if whatever verbal remarks you make, no matter how casual, are taken as orders by your employees, then you can be sure you have a solid authority base. After all, that means they will jump even if you are just clearing your throat. If, on the other hand, your remarks are taken to be merely a contribution to the discussion (not a command), your employees could think that you are not a quick, firm, omniscient decision maker, and that could cause the sowing of seeds of disillusionment.

6. You frequently overrule employee decisions. Probably nothing else is as good for cementing the authority relationship you have with your employees than to overturn their decisions and undermine their authority. Even when you are at lunch or dinner with your employees, tell the server to disregard their orders and bring them what you want them to eat. If subordinates make too many decisions on their own, they might get the idea that they are pretty good at it, and that could mean curtains for you.

7. When you enter a meeting being conducted by a subordinate, there is an immediate hush, and all eyes turn to you. You are really secure when this happens because it means that everyone is looking to you for the answer. If the meeting continued uninterrupted, that would mean that you were being ignored. If you let your employees get away with such behavior, it could happen more and more frequently, and, over a period of time, your employees could become oblivious to you. Therefore, immediately take over any meeting you enter, irrespective of its stage of progress. Everyone will be sure to appreciate it.

Fisher's Law #82: ***If you take the foregoing advice, you will never have to worry about having authority again.***

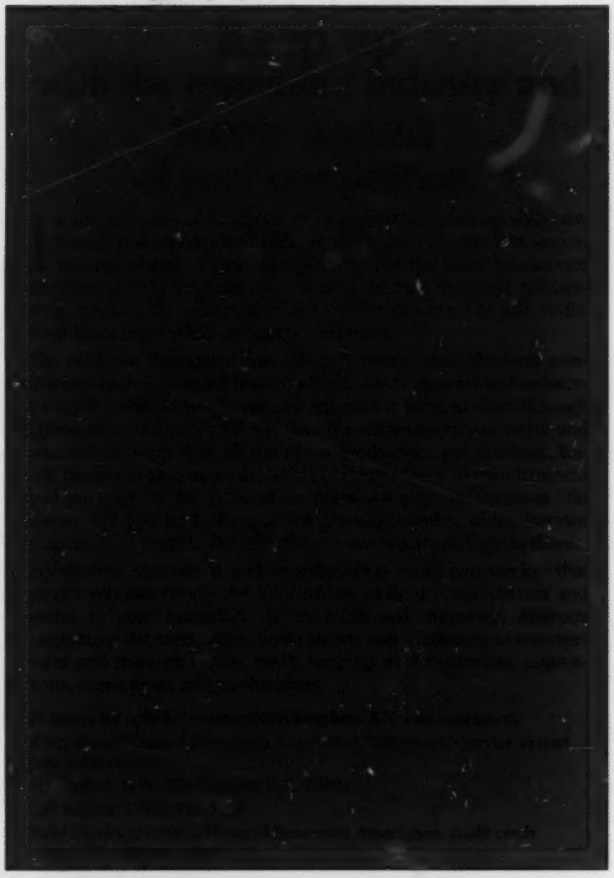
Association testifies on FICA issue

"The FICA tax is a payroll tax, and tips are not part of the payroll," argued Michael Grisanti, the association's Vice President, before the House Ways and Means Subcommittee on Social Security.

National Restaurant Association Vice President Michael Grisanti testified against a Reagan administration proposal requiring employers to pay FICA taxes on tips. Speaking before the House Ways & Means Subcommittee on Social Security on March 5, 1987, he said that the proposed change would cost restaurateurs millions of dollars each year.

In his own operation, based in Louisville, KY, he estimated the change would come to $131,000 a year.

Using projections provided by the association's research department, Grisanti testified that a restaurant with annual sales of $1 million and average employee tips of $3.70 an hour could expect to see employer FICA costs increase by 71 percent.



"A study conducted last year showed that this type of restaurant reports pretax net income of 4.9 percent," Grisanti said. "If the administration's proposal took effect, this pretax net income would decline by 9 percent."

Under current law, employers must pay FICA taxes on all wages and on any tips used to satisfy the minimum wage. Employers are not liable for FICA taxes on tip income above the minimum wage. The President's proposal would make *all* tip income subject to employer FICA taxes.

"The FICA tax is a payroll tax, and tips are not part of the payroll," Grisanti argued. "Tips given to a server by a restaurant guest, a transaction over which the employer has no control, simply are not wages. To hold an employer responsible for paying FICA, a payroll tax, on non-payroll income would be a significant change in tax policy."

Grisanti called the President's proposed tax increase "an accounting 'sleight of hand' that purports to bring down the federal debt but only hurts the restaurant industry." As Grisanti pointed out, the money raised by this tax increase would go to the already solvent Social Security Trust Fund and could not be used to pay for other federal programs.

Grisanti also argued that the proposal would have the greatest repercussions on small restaurateurs, who would be least able to afford it. "Nearly 93 percent of foodservice establishments that employ tipped workers have annual sales volumes below $1 million," he said. "This sales volume hardly constitutes a major operation. Yet, it is in this segment of the foodservice industry that our tipped employees are concentrated, and it is this segment which would be most affected by the administration's proposal."

Grisanti said burdening America's small restaurateurs with such a tax increase would be "unjustified and unwise."

Douglass Fontaine, owner of the LaFont Inn, Pascagoula, MS, also testified against the President's proposal. He represented the American Hotel & Motel Association and is also an exchange director of the National Restaurant Association. Fontaine said the proposal would cost the lodging industry $80 million a year.

Seafood orders drop; quickservice hit hardest

Although consumer consumption of fish and shellfish continues to climb, restaurant orders for seafood were down between 1982 and 1986 in most types of establishments. Non-fried fish orders, however, showed gains in all segments.

Despite an overall 20-percent increase in per capita consumption of seafood in the past four years, CREST survey data indicate orders for fish entrees at restaurants were down slightly from 1982 to 1986.

Orders of seafood entrees down

Two indicators, number of orders and share of orders (percent of occasions on which an item is ordered), show decreases in seafood consumption. According to CREST data, the number of eater occasions on which fish and shellfish entrees were ordered at all restaurants fell 2.3 percent between 1982 and 1986. (In 1986, orders were below 1982 levels, but they were up from the number recorded in 1985.)

The largest percent decrease in fish entree orders occurred in the quickservice restaurant category, which registered a drop of 5.4 percent. At the same time, however, orders of fried fish sandwiches at quickservice restaurants increased almost 14.0 percent.

The number of fish and shellfish orders at midscale and upscale restaurants fell 3.3 and 1.5 percent, respectively, from 1982 to 1986. A turnaround may be beginning at midscale restaurants, however, since seafood's share of total orders increased significantly in 1986 after three consecutive years of little or no growth at these establishments.

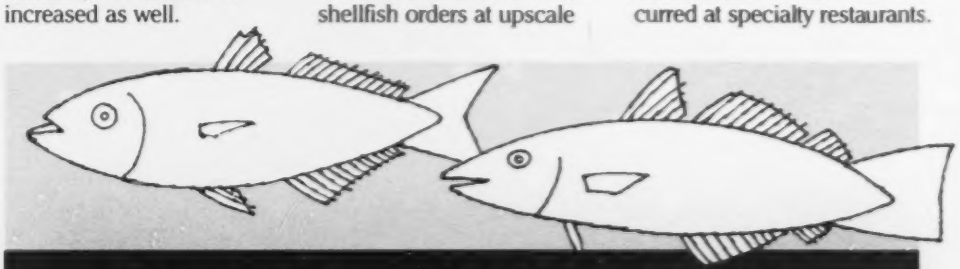
Several types of midscale restaurants recorded gains in seafood's share of total orders between 1982 and 1986. The largest share gains occurred among family steak houses, family-style restaurants and cafeterias. For family-style and family steak operations, seafood orders increased as well.

Declines in share size at midscale restaurants were concentrated within the specialty restaurant category. The share of total orders for fish and shellfish dropped more than three percentage points at Asian restaurants and more than one percentage point at Italian restaurants. Decreases also occurred at fish houses and sandwich shops.

As with share data, the number of seafood orders fell in the specialty and varied menu categories. Varied menu restaurants saw their seafood orders plummet more than 9 percent between 1982 and 1986. This drop, combined with the smaller decrease at specialty eateries, fueled the decrease in total midscale fish and shellfish orders.

The decrease in fish and shellfish orders at upscale restaurants was due to large declines at varied menu restaurants. Orders at these establishments fell more than nine percent between 1982 and 1986. In contrast, orders for seafood dishes at specialty restaurants and hotels increased during this time. Seafood orders at hotels increased a hefty eight percent. Within the specialty restaurant category, a large increase in seafood orders was registered at Italian restaurants.

The decline in the number of seafood orders at upscale varied menu restaurants was not matched by a declining share of total orders. In fact, at varied menu restaurants, the share of total orders attributed to seafood entrees rose from 20.6 percent in 1982 to 22.1 percent in 1986. An increase in share also occurred at specialty restaurants.

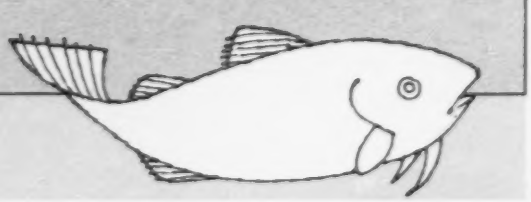


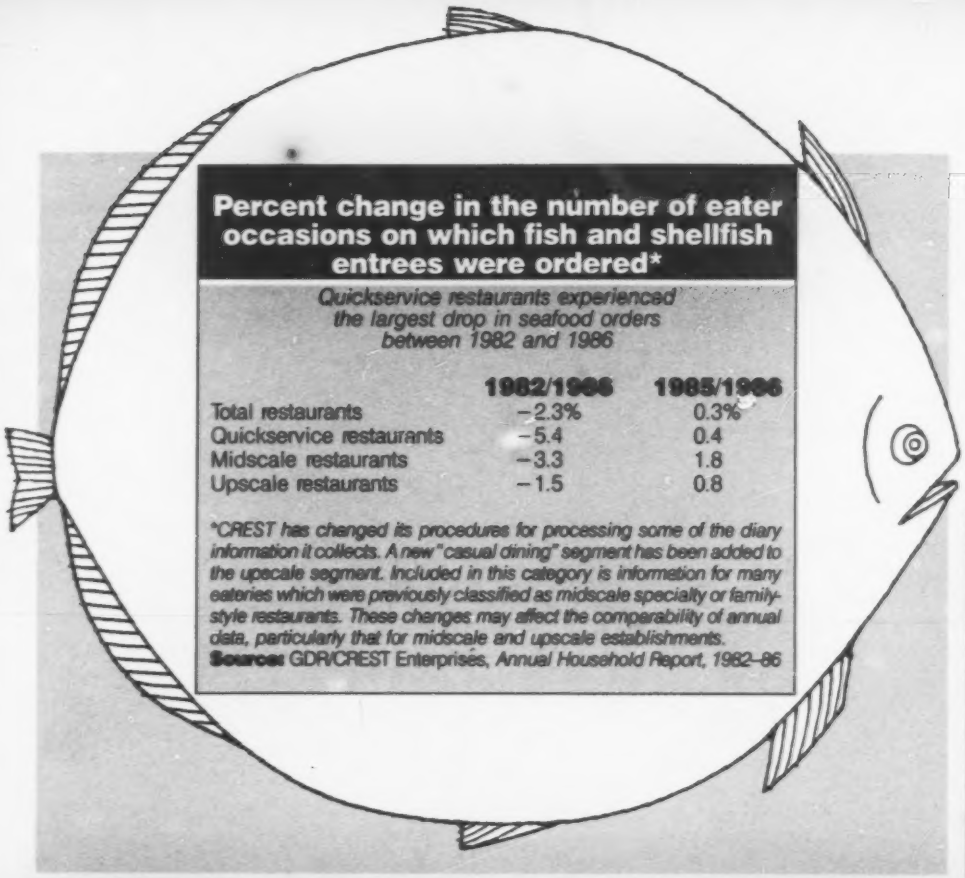
Per person consumption of fish and shellfish[1] in the United States

Americans continue to eat more seafood

	Total fish/ shellfish	Fresh/ frozen	Canned	Cured
1970	11.8	6.9	4.5	0.4
1975	12.2	7.5	4.3	0.4
1980	12.8	8.0	4.5	0.3
1981	12.9	7.8	4.8	0.3
1982	12.3	7.7	4.3	0.3
1983	13.1	8.0	4.8	0.3
1984	13.7	8.5	4.9	0.3
1985	14.5	9.0	5.2	0.3
1986[2]	15.0	N/A[3]	N/A	N/A

[1]Pounds, edible meat
[2]Estimated by National Fisheries Institute
[3]Not available
Source: National Marine Fisheries Service





Percent change in the number of eater occasions on which fish and shellfish entrees were ordered*

Quickservice restaurants experienced the largest drop in seafood orders between 1982 and 1986

	1982/1986	1985/1986
Total restaurants	−2.3%	0.3%
Quickservice restaurants	−5.4	0.4
Midscale restaurants	−3.3	1.8
Upscale restaurants	−1.5	0.8

**CREST has changed its procedures for processing some of the diary information it collects. A new "casual dining" segment has been added to the upscale segment. Included in this category is information for many eateries which were previously classified as midscale specialty or family-style restaurants. These changes may affect the comparability of annual data, particularly that for midscale and upscale establishments.*
Source: GDR/CREST Enterprises, *Annual Household Report, 1982–86*

Non-fried fish entrees making gains

While total seafood orders may have declined since 1982, non-fried fish orders have significantly increased. The growth in the non-fried fish category reflects growing consumer concerns over nutrition. According to the National Restaurant Association's *Consumer Nutrition Concerns and Restaurant*

Percent of eater occasions on which fish was eaten in restaurants*

Non-fried fish is making gains in all segments

	1982	1984	1986
Fried fish			
All restaurants	2.8%	2.6%	2.4%
Quickservice restaurants	2.2	1.9	1.8
Midscale restaurants	3.7	3.9	3.8
Upscale restaurants	3.9	3.4	3.4
Non-fried fish[1]			
All restaurants	1.0%	1.3%	1.4%
Quickservice restaurants	0.2	0.2	0.2
Midscale restaurants	1.6	2.1	2.5
Upscale restaurants	5.3	7.1	8.0
Fried shellfish			
All restaurants	N/A[2]	1.0%	1.0%
Quickservice restaurants	N/A	0.4	0.3
Midscale restaurants	N/A	1.7	2.0
Upscale restaurants	N/A	3.4	3.4
Non-fried shellfish[3]			
All restaurants	N/A	1.1%	1.0%
Quickservice restaurants	N/A	0.2	0.2
Midscale restaurants	N/A	1.3	1.3
Upscale restaurants	N/A	8.0	7.8

** CREST has changed its procedures for processing some of the diary information it collects. A new "casual dining" segment has been added to the upscale segment. Included in this category is information for many eateries which were previously classified as midscale specialty or family-style restaurants. These changes may affect the comparability of annual data, particularly that for midscale and upscale establishments.*
[1]Includes broiled, baked and grilled fish
[2]Not available
[3]Includes broiled, baked, grilled, boiled, steamed and raw shellfish
Source: GDR/CREST Enterprises, *Annual Household Report, 1982–1986*

Keeping up with dwindling seafood supplies

The fishery industry has been attempting to increase the limited supply of seafood. Between 1983 and 1986, producer prices for fresh and frozen seafood rose 19 percent, a greater increase than occurred for beef, whole broilers or pork. Some in the industry fear that seafood may be pricing itself out of the marketplace, and this may have already occurred to some extent.

One way the supply of fish has been increased is by introducing new species, both domestic and foreign caught. As a species is harvested to its maximum level, other species, not utilized in large quantities, are tapped as alternatives. Redfish, from the Gulf of Mexico, is a prime example of an underutilized fish that has caught the public's fancy. Prior to the popularity of Cajun food, redfish was a regional catch. When consumer demand for blackened redfish grew, however, fishermen soon began hauling in the Cajun specialty in large numbers, too large ac-

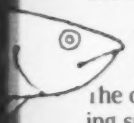
Choices, 63 percent of adult consumers would be likely to try baked or broiled fish at a restaurant. Of those identified as health-conscious, 78 percent would be likely to try broiled or baked fish.

CREST data show that non-fried fish orders increased from 1.0 percent of total orders in 1982 to 1.4 percent in 1986. The growth of non-fried fish orders during this five-year period is even more apparent at midscale and upscale restaurants, increasing from 1.6 to 2.5 percent and 5.3 to 8.0 percent of all orders, respectively. Reinforcing the notion that fish dishes are successfully competing with beef, between 1982 and 1986 non-fried fish orders grew from 3.1 to 6.2 percent of total orders at upscale steak restaurants and from 1.1 to 1.7 percent at midscale family steak houses.

Other significant increases in the share of non-fried fish orders among midscale restaurants were recorded in family-style establishments, hotels, cafeterias and varied menu operations. No change in share occurred for non-fried fish in the specialty restaurant category. In the upscale restaurant segment, non-fried fish entrees advanced strongly in the hotel, specialty restaurant and varied menu categories.

The share of orders for non-fried fish tends to rise with the check size at restaurants. In 1986, non-fried fish entrees accounted for 0.2 percent of orders at quick-service restaurants, 2.5 percent at midscale restaurants and

cording to some. In fact, to increase a diminished population level recent Commerce Department regulations ban commercial redfish fishing in federal waters in the Gulf of Mexico.



Fish farming adds to supply

The other method of increasing supply is through aquaculture or fish farming. Fish grown in farms account for 10 to 15 percent of the total domestic supply, and this percentage is likely to increase.

Fish farming is used for a wide assortment of fish and shellfish, including rainbow trout, striped bass, catfish, oysters, crawfish and mussels. Almost all commercially sold rainbow trout are grown on farms as are almost all catfish. According to the National Marine Fisheries Service, fish and shellfish produced by domestic farms jumped from 203 million pounds in 1980 to 470 million pounds in 1984. In addition to increasing supply, fish farming can be used to produce improved varieties of fish through scientific advances and cross-breeding. For example, oysters are being genetically altered to make them available year-round; growth hormones are being used to speed the maturation process of fish and even a boneless trout is being developed.

Fish farming is also used to improve quality control. The taste of farm-bred, grain-fed catfish is favored by some consumers over that of the bottom-feeding river fish.

Surimi-based seafoods

Surimi, a traditional Japanese processed fish product, has recently made great inroads into the United States seafood market. Consumption has increased from six million pounds in 1980 to more than 100 million pounds in 1986. A further increase is predicted for 1987. The majority of surimi consumed in the United States is imported from Japan, although a growing domestic industry has arisen in the last few years.

Surimi is a seafood product made from skinned and boned whitefish that is minced and washed repeatedly until reduced to an almost odorless, colorless and tasteless paste that is low in calories and high in protein.

In modern production, the minced and washed fish is combined with sugar and sorbitol and then frozen. At processing plants, the uncooked paste is mixed with salt, shellfish flavor extract, starch, egg white and natural and/or artificial coloring. It is then shaped to resemble natural shellfish. Sometimes, pieces of shellfish are added. The surimi-based product is then steam-cooked, frozen and packaged.

Imitation crab is the most popular surimi-based product and has become a lower-priced alternative to crabmeat. In 1985, the wholesale cost of surimi-based seafoods was approximately $2 to $3 per pound while snow crabmeat cost $5 per pound, king crabmeat $16 per pound and blue crabmeat $7 to $12 per pound. Some would argue that surimi allows those who cannot afford more expensive shellfish items to dine on seafood away from home.

Several midscale and fast food establishments currently serve seafood salads using surimi, sometimes including real shellfish as well, with great success. Because surimi-based products are actual fish and look like the seafood they are modified after, consumer acceptance has been high. The National Marine Fisheries Service reported that in 1984 consumption of surimi-based imitation crab nearly equalled that of crab. Surimi is also used to imitate Alaskan king crab legs, shrimp, lobster and scallops as well as other breaded seafood products.

Surimi-based products are not without criticism, however. Similar to unprocessed seafood, they are low in fat and high in protein. But concern has been raised over the production process which adds sugar and sodium. Some of the vitamins and minerals are also washed away, leaving surimi nutritionally inferior to unprocessed seafood.

Nonetheless, menu items made with surimi-based seafood products offer a lower cost and lower fat alternative to patrons. When marketing these items, they should not be misrepresented. The Food and Drug Administration (FDA) regulates the labeling of packaged surimi products for retail sale. Products representing a specific type of natural seafood must be labeled "imitation," such as "imitation crab legs," for instance. But, if an item does not represent a specific seafood or body part, "imitation" is not required. In such a case, an identifier, such as "seafood sticks," would suffice.

Operators can be guided by this regulation. Surimi products are seafood and can be listed on the menu as such—"seafood salad" for instance. But surimi-based imitation crabmeat is not real crab and should not be referred to as "crab" on the menu. Patrons justifiably expect the real thing when they see "crab" listed on the menu.

8.0 percent at upscale restaurants. In the upscale segment, non-fried fish entrees were ordered on 6.9 percent of occasions at moderate-check restaurants and 11.3 percent at higher-check places.

In contrast, fried fish entree orders have decreased, falling from 2.8 percent of total orders in 1982 to 2.4 percent in 1986. However, in several categories in both the upscale and midscale segments, fried fish's share of total orders has increased slightly or remained stable. It should be noted that fried fish orders still outnumber those for non-fried fish at quickservice and midscale restaurants.

Shellfish orders—both fried and nonfried—have generally experienced little change between 1984 and 1986. Fried shellfish orders at midscale restaurants are an exception, increasing from 1.7 percent of total orders in 1984 to 2.0 percent in 1986. The share of total orders held by non-fried shellfish has declined slightly at upscale restaurants.

In sum

Although consumption of fish and shellfish has increased during the 1980s, CREST data indicate that orders at restaurants have declined since 1982. However, not all restaurant categories have experienced declines, and a small increase in orders was recorded in 1986. Between 1982 and 1986, a change has also occurred in the type of fish being ordered at restaurants. Non-fried fish orders have grown significantly, probably due to consumer beliefs about fish's healthful benefits. Menu additions have capitalized on this trend, and the growth for non-fried fish at restaurants appears likely to continue.

—Laurence Greenberg

Breakfast business was sluggish in 1986

Breakfast sales were flat in 1986, and breakfast traffic dropped nearly two percent. Takeout presents the greatest opportunity for a turnaround in breakfast performance.

Changes are brewing at breakfast. The once rather quiet morning meal has been transformed into a heated battleground with operators vying for larger slices of the market. According to CREST* data, breakfast sales and traffic increased 7 percent or better each year between 1982 and 1985. The breakfast market was flat last year, signalling that the days of explosive growth may have come to an end. Thus, the recent battles over market share will only seem like skirmishes compared to what lies ahead.

The slowdown in breakfast business can be attributed to a variety of factors. The proliferation of fast food breakfast menus has helped satisfy pent-up demand for convenient, commercially prepared breakfasts; manufacturers of frozen breakfast items are waging an all-out assault to lure customers back to the kitchen table and higher debt loads may be causing consumers to cut back on early-morning restaurant visits. Whatever the reason, what is clear is that the market is changing.

The smallest meal period

Despite several years of healthy growth, breakfast still remains the smallest meal period. Last year, the morning repast captured 6.5 percent of industry sales and 9.8 percent of total customer traffic. Dinner, on the other hand, captured one-half of all sales and nearly a 40.0-percent share of customer traffic. Lunch garnered about one-third of all restaurant sales in 1986 and 36.0 percent of total traffic. Snacks accounted for the remaining proportions of industry sales and traffic.

Although breakfast accounted for less than 9.0 percent of all quickservice eater occasions in 1986, this segment captured a 54.0-percent share of total industry breakfast traffic. Breakfast items, once rarely seen on the fast food menu boards, have become almost standard in the industry. A slew of "finger foods" that are perfect for quick eating both inside and outside the restaurant have attracted many convenience-conscious consumers to quickservice places in the morning. But, not even these establishments were able to escape the sluggishness that gripped the breakfast market last year. Breakfast sales and traffic within this segment were flat in 1986.

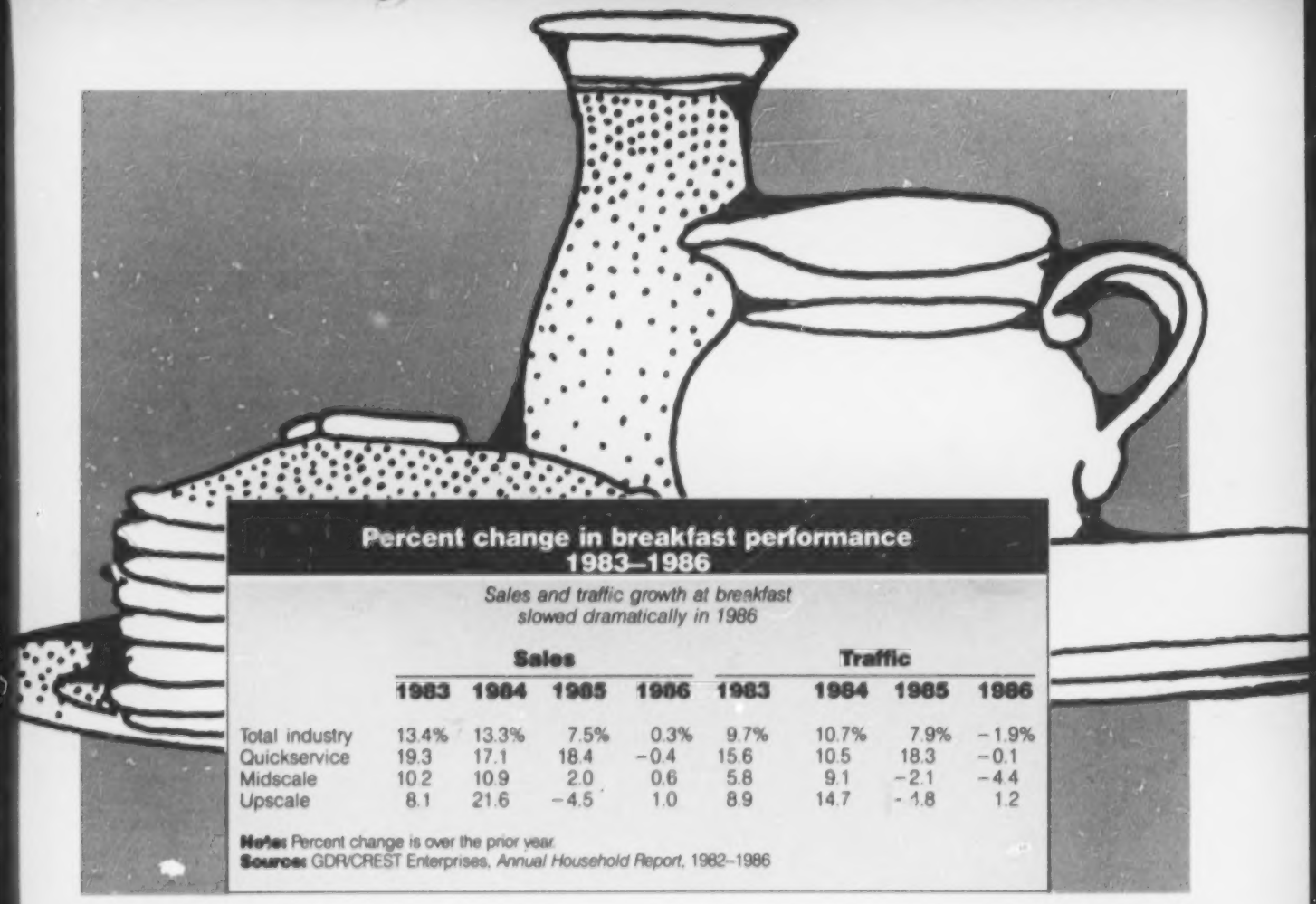
Much of the recent growth of the quickservice segment at breakfast has come at the expense of midscale operators. In 1982, the midscale segment held a 47 percent share of all breakfast traffic, but has seen that erode to 40 percent in four years. Last year, customer counts at breakfast within the midscale segment dropped by more than 4 percent, following a 2-percent decline the previous year.

Expansion of takeout service and increased variety may be two ways for restaurant operators to prevent food manufacturers, particularly frozen food makers, from chipping away at their share of the breakfast market.

It is likely that the operating environment will remain tight for both quickservice and midscale operators. Research conducted by the NPD Group reveals that at-home consumption of breakfast is on the rise for the first time in several years. Moreover, restaurateurs, particularly fast food operators, are facing increased competition from makers of frozen breakfast foods. Unwilling to let restaurateurs be the biggest beneficiaries of the trend toward eating breakfast on the run, producers of frozen foods are introducing and aggressively promoting new and reformulated lines of breakfast items. And, the steady increase in microwave ownership means it is easier than ever to prepare the frozen items. Consumer expenditures on frozen breakfast entrees, as tracked by *Supermarket Business* magazine, reached $334 million in 1985—up 38.0 percent since 1982.

Upscale operators have

**For an explanation of CREST* *see box on page 42.*



Percent change in breakfast performance 1983–1986

Sales and traffic growth at breakfast slowed dramatically in 1986

	Sales				Traffic			
	1983	1984	1985	1986	1983	1984	1985	1986
Total industry	13.4%	13.3%	7.5%	0.3%	9.7%	10.7%	7.9%	−1.9%
Quickservice	19.3	17.1	18.4	−0.4	15.6	10.5	18.3	−0.1
Midscale	10.2	10.9	2.0	0.6	5.8	9.1	−2.1	−4.4
Upscale	8.1	21.6	−4.5	1.0	8.9	14.7	- 1.8	1.2

Note: Percent change is over the prior year.
Source: GDR/CREST Enterprises, *Annual Household Report*, 1982–1986

Tuesday was the day consumers were least likely to eat out in the morning.

traditionally held the smallest piece of the breakfast market. In 1986, this segment accounted for less than six percent of total industry morning meal traffic. However, it was the only segment to show positive gains last year. Breakfast sales at upscale restaurants edged up one percent, and traffic rose 1.2 percent. While these increases are far from dramatic, they come after a year when this segment's sales and traffic at the morning meal declined by more than 4.0 percent.

The improved performance of the upscale sector at breakfast can be traced to increases in customer counts at upscale hotels. Because hotels account for about one-half of all upscale breakfast traffic, fluctuations in their morning business have a notable influence on the segment's overall performance. In 1985, customer counts at breakfast at upscale hotels declined by nearly 3.0 percent. However, traffic was up by more than 7.0 percent last year. The "power breakfast" may be one reason for the increase in early-morning business at hotels, and it is likely this type of breakfast activity will increase in popularity as more executives conduct business over the morning meal. Furthermore, the smaller price tag at breakfast may make it attractive to companies facing new tax laws, which allow for only 80.0-percent deductibility of business meals.

1986 share of breakfast sales and traffic by restaurant type

Quickservice restaurants had the largest share of total breakfast customer traffic in 1986

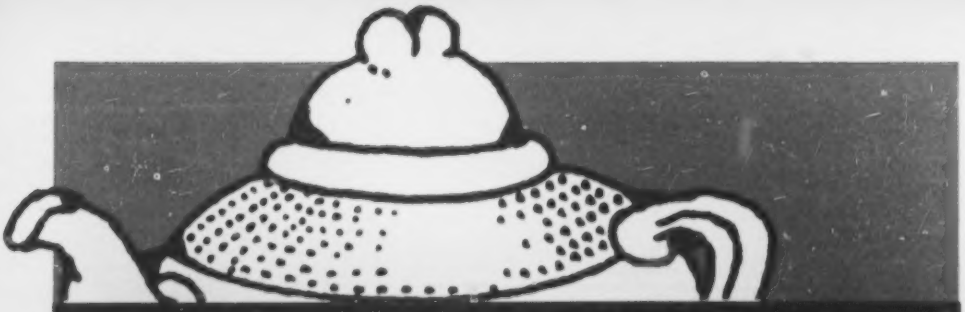
	Sales	Traffic
Quickservice	37.1%	54.3%
Midscale	52.1	39.7
Upscale	10.6	5.7

Note: Totals may not add to 100 percent due to rounding.
Source: GDR/CREST Enterprises, *Annual Household Report*, 1986

Orders for decaffeinated coffee rose more than 200 percent between 1982 and 1986.

Weekend breakfasts

Consumers patronize restaurants for breakfast most often on weekends. Sunday visits just slightly outnumbered Saturday visits in 1986—22.1 versus 21.6 percent. During the week, Friday captured about 13.0 percent of all restaurant breakfast occasions—the number-one spot. Tuesday, on the other hand,

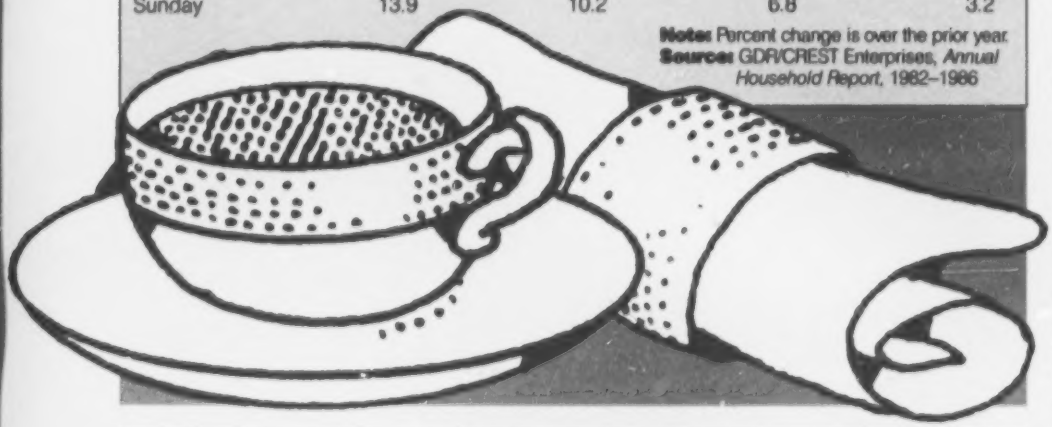


Percent change in breakfast traffic by day of the week

The largest drop in breakfast traffic took place on Mondays and Fridays

Day of the week	Percent change in breakfast traffic			
	1983	1984	1985	1986
Monday	11.6%	10.7%	7.9%	−7.0%
Tuesday	0.6	8.7	7.9	−4.6
Wednesday	10.6	13.6	0.5	−4.6
Thursday	7.7	13.7	9.8	−5.3
Friday	5.4	11.6	13.9	−6.4
Saturday	12.3	11.8	4.3	1.9
Sunday	13.9	10.2	6.8	3.2

Note: Percent change is over the prior year.
Source: GDR/CREST Enterprises, *Annual Household Report*, 1982–1986



What is CREST?

Launched in September 1975, the CREST (Consumer Reports on Eating Share Trends) survey is designed to track expenditures and behavior in the commercial segment of the foodservice industry, including information by type and classification of restaurant and also by meal or snack period.

Approximately 10,000 families and 2,800 non-family households representing demographic patterns in the United States have been selected to participate in the study. Each household is asked to record every meal and snack experience during a particular two-week period for each of the four quarters of the year. Detailed entries are required for meals eaten or purchased away from home in establishments such as restaurants, hotels and motels, fast food/drive-in places, delicatessens, refreshment stands, carryouts, coffee shops, donut shops, ice cream shops or eating places inside variety stores or other retail stores. The diary does not include any meals eaten at schools, hospitals, colleges or other institutional feeding places.

CREST information can help restaurateurs compare their operation's performance with that of the total industry as well as with specific restaurant categories (quickservice, midscale or upscale restaurants).

The CREST study can also provide valuable information concerning customer behavior, such as how much people spend. And, because it is an ongoing study, CREST information allows comparison against a standard—an aid in the development of trend analysis.

Readers wishing more information on the CREST study should contact GDR/CREST Enterprises, one of the NPD group of marketing and research companies, 1300 W. Higgins Road, Park Ridge, IL 60068-5798.

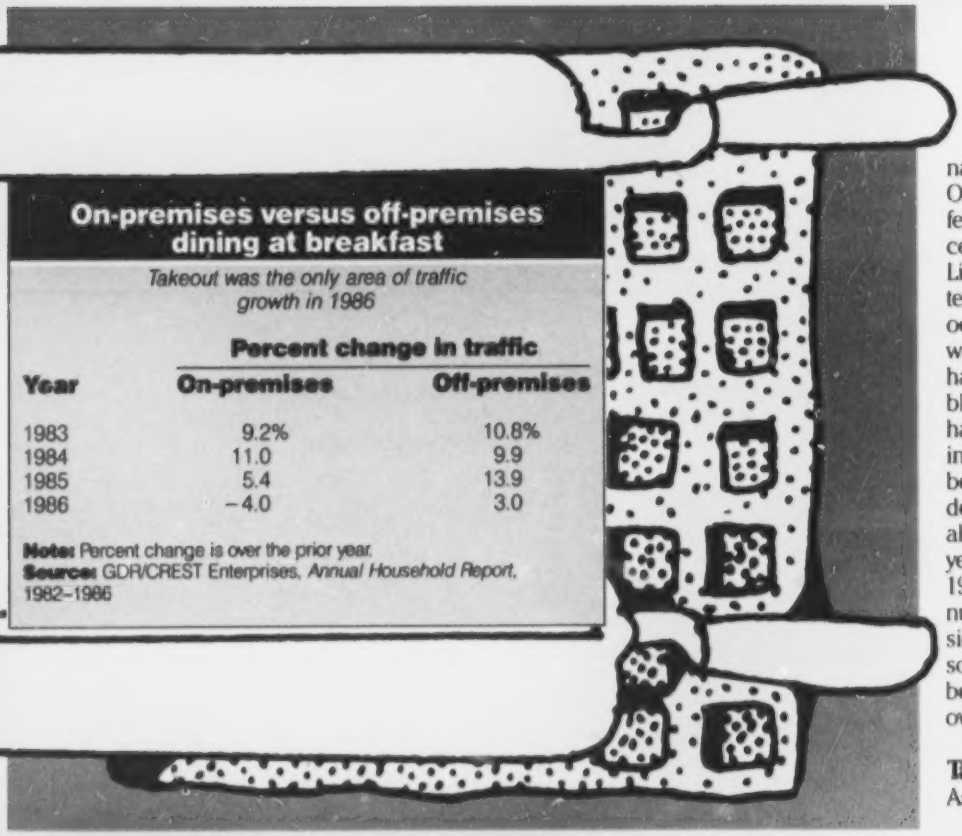
was the day consumers were least likely to eat out in the morning.

A portion of the slowdown observed in breakfast traffic last year may be due to consumers opting to either skip breakfast or eat at home during the week. For the first time since 1982, visits to restaurants for breakfast declined on all five weekdays. Mondays and Fridays suffered the steepest drops; breakfast traffic fell 7.0 and 6.4 percent, respectively.

Changing tastes

The emergence of the fast food breakfast and the need for convenient meals have converged to cause some changes in what consumers are purchasing from restaurants in the morning. Anything that can be eaten without silverware has become extremely popular. Breakfast sandwiches, the backbone of the menu at many fast food chains, have posted strong sales. Breakfast sandwich orders increased more than 130 percent between 1982 and 1986. Last year, a breakfast sandwich was ordered on 24 percent of all breakfast occasions, vaulting them into the third position behind coffee and eggs, the most frequently ordered morning menu items. According to CREST, potatoes that are not mashed, baked or french fried, also did well at breakfast. They were selected on 18 percent of all early morning occasions in 1986 and total orders were up 38 percent over 1982.

Another interesting change in consumer consumption patterns at the morning repast is the choice of beverages. Although coffee has retained its number-one position, the share of occasions on which it was ordered declined between 1982 and 1986. Moreover, consumers are drinking more decaffei-



On-premises versus off-premises dining at breakfast

Takeout was the only area of traffic growth in 1986

Year	Percent change in traffic	
	On-premises	Off-premises
1983	9.2%	10.8%
1984	11.0	9.9
1985	5.4	13.9
1986	−4.0	3.0

Note: Percent change is over the prior year.
Source: GDR/CREST Enterprises, *Annual Household Report*, 1982–1986

nated coffee in the morning. Orders for coffee without caffeine rose more than 200 percent between 1982 and 1986. Like coffee, juices, milk and tea were ordered on fewer occasions in 1986 than they were in 1982. On the other hand, soft drinks, most notably carbonated soft drinks have been working their way into the morning meal. Carbonated soft drinks were ordered on about 6 percent of all breakfast occasions last year versus 4 percent in 1982. Furthermore, the total number of breakfast occasions on which a carbonated soft drink was the chosen beverage rose 71 percent over the five-year period.

Takeout gaining ground
As is true throughout much

What consumers are eating at breakfast

1982 versus 1986
Breakfast sandwiches have captured a larger share of breakfast orders

Item	Proportion of breakfast occasions	
	1982	1986
Coffee	55.9%	53.0%
regular	53.0	46.2
decaffeinated	2.9	6.8
Eggs	35.3	30.1
Breakfast sandwiches	13.1	23.7
Bacon/sausage	25.5	21.4
Other breads	NA*	21.4
Other potatoes	17.1	18.4
Juices	17.4	16.0
Donuts/sweet rolls	16.7	15.6
Waffles/pancakes	14.0	13.2
Milk	8.8	7.5
Carbonated soft drinks	4.2	5.6
Omelet	5.4	4.8
Hot tea	3.0	2.4
Cold cereal	1.5	1.4

*NA: not applicable
Source: GDR/CREST Enterprises, *Annual Household Report*, 1982, 1986

Breakfast highlights

The following is a summary of some additional facts about breakfast found in the 1986 CREST *Annual Household Report.*

- Overall breakfast **sales** were flat in 1986, increasing 0.3 percent over 1985.
- Overall breakfast **traffic** dropped 1.9 percent over the prior year. Only weekend breakfast business posted growth.
- **Quickservice restaurants** captured the largest share of breakfast business.
- **Upscale restaurants,** particularly hotels, showed the strongest breakfast performance in 1986.
- The **average check size** at breakfast was $2.28 in 1986, up 2.2 percent over the prior year.
- **Average party size** was 1.7 last year, unchanged from 1985. Parties of adults only are the most frequent type seen at the morning repast. Last year, three-fourths of all breakfast occasions involved groups of adults without children.
- The majority of consumers—58 percent—said they were **at home** prior to eating breakfast in a restaurant in 1986.
- The **consumers** most likely to consume a restaurant breakfast are: males, 35 to 64-year-olds, college graduates, members of dual-income households and those with annual household incomes of $40,000 or more.
- **Promotions** were used on 10.2 percent of all breakfast occasions in 1986, up 6.7 percent over the previous year.
- The **top breakfast sellers** were coffee, eggs and breakfast sandwiches.

of the restaurant industry, the need for convenience is spurring growth of takeout at the morning meal. In fact, off-premises dining provided the only area of growth at breakfast in 1986, as customer counts rose by 3 percent. Takeout accounted for 32 percent of all morning eater occasions last year, up from 28 percent in 1982.

Most off-premises traffic at breakfast is through carryout. More than two-thirds of all breakfast takeout occasions were carryout last year. Drive-thru held the number-two position, capturing 31 percent of all morning takeout traffic. Delivery, as yet, does not play a measurable role at breakfast. Expansion of takeout service and increased variety may be two ways for restaurant operators to prevent food manufacturers, particularly frozen food makers, from chipping away at their share of the breakfast market.

Exploring options

Although restaurants have made significant inroads into the breakfast market, the morning meal is still largely an at-home activity. According to NPD research, more than 20 breakfasts are consumed in the home for every one that is eaten at a restaurant. This reality, coupled with the fact that breakfast growth slowed dramatically last year, signals that competition will likely get even fiercer in the years ahead. However, even in the tight market, there will be opportunity for growth. Takeout is one of the more obvious options for restaurateurs to explore. Offering unique breakfast items, which consumers would be unlikely to prepare at home, and/or catering specifically to the business market may be other areas that could be targeted.

—Kate Conroy

First hourly wage survey

Average chef wage reaches $8.35

Association publishes survey of wages for hourly employees—the first such study in the foodservice industry.

According to the National Restaurant Association's first survey of wages for hourly employees, median wages range from a high of $8.35 for chefs to a low of $2.50, excluding tips, for waiters and waitresses. The survey is the first of its kind in the foodservice industry and is based on responses from 4,038 participant foodservice operators and more than 227,000 hourly employees. Conducted between July and November 1986, the survey focuses on hourly wages for 15 foodservice occupations, from bartender and busperson to salad prep worker and short order cook. The table shows median wages as well as wage ranges for each of the 15 occupations.

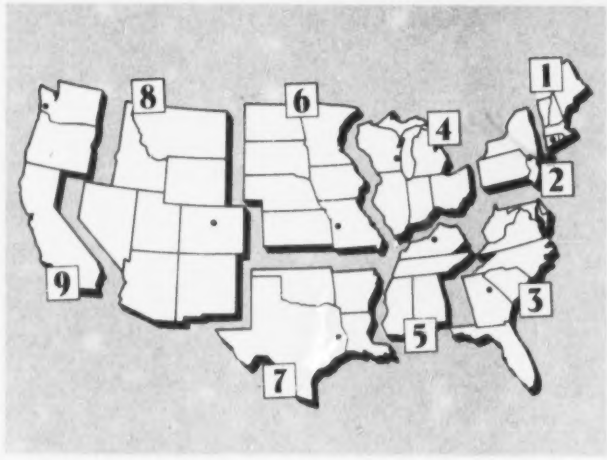
Survey results suggest that wages vary substantially from state to state. For instance, the median hourly wage reported for cooks ranged from lows of $3.92 in Iowa, $4.00 in Kansas and $4.05 in Alabama to highs of $6.75 in Massachusetts and New Jersey and $8.65 in the District of Columbia. On a regional basis, the median reported for fast food counter workers ranged from $3.66 in the Mountain states to $4.57 in New England. State-by-state survey results are available by contacting the association's Information Service Department at 311 First Street, N.W., Washington, DC 20001, (202) 638-6100 or (800) 424-5156.

1986 wages rates for hourly employees

Among hourly employees, chefs are the most highly paid

Type of hourly employee	Median hourly wage[1]	Lowest hourly wage paid, median[2]	Highest hourly wage paid, median[3]	Number of employees	Number of respondents
Chef	$8.35	$7.25	$9.00	2,719	1,497
Cook	5.25	4.50	6.25	18,477	3,240
Assistant cook	4.75	4.00	5.00	7,406	1,901
Baker	5.04	4.94	6.00	2,563	798
Short order cook	4.50	4.00	5.00	5,719	917
Salad preparation worker	4.25	4.00	4.83	8,053	1,967
Janitor/porter	4.50	4.00	4.75	4,495	1,561
Host/hostess	4.25	4.00	5.00	10,583	2,338
Waiter/waitress	2.50	2.16	3.00	75,141	3,342
Busperson	3.42	3.35	3.50	18,231	2,532
Cafeteria server	4.25	3.95	4.76	6,395	244
Counter worker (fast food)	3.85	3.35	4.50	32,040	603
Dishwasher	3.75	3.45	4.00	17,641	3,127
Cashier	4.25	4.00	4.85	6,250	1,245
Bartender	4.60	4.00	5.00	111,324	2,255

[1]Median hourly wage is weighted based on average hourly wage reported by each respondent weighted by number of employees. It is possible for weighted medians to fall outside the unweighted low to high range.
[2]Lowest hourly wage paid is median reported by respondents, unweighted by number of employees.
[3]Highest hourly wage paid is median reported by respondents, unweighted by number of employees.
Note: For tipped employees, date represent cash wages, excluding tips.
Source: National Restaurant Association survey conducted July–November, 1986. Data are reflective of survey respondents and are not necessarily representative of the industry. Data should not be considered industry standards.



1 NEW ENGLAND

Location: Rockland, MA
Association member: Wilbur L. Danner
Operation: Butterfield Restaurant
Profile: Fullservice family restaurant
In business: 10 years
Seats: 102
Meals served: Breakfast, lunch, dinner

"Business is great. I can't complain at all," says **Bob Murphy,** general manager of Butterfield. "There aren't many restaurants like ours in the area. We make a lot of our dishes on premises, and that makes a difference to our customers."

Butterfield, located on the south shore of Massachusetts, offers a variety of old-fashioned, family-style dishes. Breakfasts are busy, and, at lunch and dinner, popular specials are rotated on a set schedule. *Yankee Pot Roast,* for example, is offered each Thursday, and Sunday's customers know they will find roast pork or turkey, served with homemade stuffing, gravy and cranberry sauce.

Despite the hearty offerings, many of Murphy's customers manage to save room for homemade pie, which is made by Murphy's mother-in-law, the restaurant's co-owner.

2 MID ATLANTIC

Location: Harrisburg, PA
Association members: Geoffrey Webster, Samuel Ortenzio
Operation: Midtown Cafe
Profile: Subshop and outdoor cafe
In business: 10 years
Seats: 40 indoors; 100 outdoors
Meals served: Lunch, dinner

"Business has been very steady throughout the winter," says **Suzanne Cherry,** manager of the Midtown Cafe. "And when we open our outdoor seating in the spring, things explode."

The cafe, located near the state capitol, primarily serves cold submarine sandwiches and salads. The sub rolls, says Cherry, are outstanding because they are baked daily in a brick oven in nearby Steelton. Because of the restaurant's proximity to the government buildings, the Midtown also does a brisk catering business.

The most popular sandwich at the Midtown is the Italian sub. Other big sellers include Danish ham, breast of turkey and Philadelphia cheesesteak. The cafe serves beer and lots of homemade specialties, too, such as chicken salad, shrimp salad, soups and chili.

The long, narrow cafe is currently in the midst of a major expansion that will raise the total indoor and outdoor seating capacity to 170. The renovation should be finished by the first of May, says Cherry, just in time for the springtime influx.

3 SOUTH ATLANTIC

Location: Batesburg, SC
Association member: W.E. Sanders
Operation: Bates Inn
Profile: White tablecloth Southern cuisine
In business: 10 years
Seats: 140
Meals served: Lunch, dinner

"Business has been pretty good for lunches, but dinner hasn't been too strong," says **Bill Sanders,** owner/operator of the Bates Inn. "But I don't get too worried because the first three months of the year are usually pretty slow around here." Things begin to speed up in Batesburg, however, in April, when the Masters golf tournament is held 40 miles away in Augusta, Georgia.

The Bates Inn caters to local businesspeople and "lots of folks looking for authentic regional cuisine." At lunchtime, customers partake in a buffet-style lunch, which features three meats and an assortment of vegetables for the low price of $4.00. At night, diners enjoy broiled and fried seafood, prime rib, fried chicken, and grilled beef liver and onions. Their meals are complemented by salads and fresh, regional vegetables, such as turnips and collard greens.

4 EAST NORTH CENTRAL

Location: Alton, IL
Association member: Martin R. Metzger
Operation: Midtown Restaurant
Profile: Fullservice restaurant
In business: 30 years
Seats: 250
Meals served: Lunch, dinner

"Business has been a bit like a roller coaster—busy one night, slow the next," says **Bob Metzger,** manager and co-owner of the Midtown Restaurant. "In general, nobody's doing a tremendous amount of business this winter, but it should pick up as the weather improves."

The Midtown is located in Alton, 20 miles north of St. Louis. Its mixed clientele includes young, working people and older customers attracted by a senior citizen's menu that is offered from 4:00 to 6:00 p.m. in the evening. On weekends, an entertainer performs on the organ and piano.

House favorites at the Midtown include fried chicken, bacon rib filet, homemade ravioli and seafood. *Poor Man's Lobster,* one of Metzger's favorite creations, is a specially prepared broiled ocean fish served with drawn butter and a spinach salad. "You can't tell the difference between this dish and lobster until you close your pocketbook," says Metzger, who believes "a little sales talk sells."

In the past year, Metzger instituted a low-cal menu with the help of his wife, a nurse. The menu, which includes fish, chicken and salads, is so delicious that Metzger claims to have lost 20 pounds. "People really like it," he says.

5 EAST SOUTH CENTRAL

Location: Bardstown, KY
Association member: Bill Kelley
Operation: Talbott Tavern
Profile: Historic inn and tavern
In business: 208 years

Seats: 250
Meals served: Lunch, dinner

"We're in the slow part of the year right now," says manager **Bob Kelley,** "but because of the mild winter, business has been up from last year."

Talbott Tavern, located 35 miles south of Louisville, is the oldest Western stagecoach stop in America. The basement served as a munitions dump for both the Revolutionary War and the Civil War, and visitors to the inn and tavern include such notables as George Rogers Clark, Jesse James, Henry Clay and Abraham Lincoln's family. Today, the bulk of the restaurant's business comes from tourists, although the the tavern's regional cuisine is well-known in western Kentucky.

Specialties at the Talbott Tavern include rabbit, country ham, catfish, shrimp, chicken and steak. Checks average nearly $5.00 at lunch and $10.00 to $14.00 at dinner. Homemade desserts include cobblers and chess pie.

6 WEST NORTH CENTRAL

Location: Cedar Falls, IA
Association member: John Bartling
Operation: Olde Broom Factory Restaurant
Profile: Fullservice restaurant
In business: 10 years
Seats: 190
Meals served: Lunch, dinner

"For most restaurants in our area, business has been fair," says **Shelley Francik,** one of the managers of the Olde Broom Factory Restaurant. The local economy, she adds, is not too strong. A large John Deere plant just recently has begun to rehire laid-off employees, and, she adds, townspeople are "hoping things will pick up soon."

The Olde Broom Factory is housed in a 120-year-old building that overlooks the Cedar River. The rustic, three-story landmark, which was renovated in the 1960s, housed a broom factory for 40 years. "We get lots of businesspeople at lunch, but at night many people consider our place more of a special-occasion restaurant."

Prime rib is the specialty of the Olde Broom Factory, and pasta, chicken and seafood—including walleye served three different ways—are also popular. The rest of the menu changes three times a year. Recently, for example, the chef has been experimenting with Cajun dishes.

Homemade desserts at the Olde Broom Factory are also something special. Mouth-watering favorites include *Schaum,* a German treat made with meringue, ice cream and hot fudge or strawberries.

7 WEST SOUTH CENTRAL

Location: Oklahoma City, OK
Association member: Richard Magann
Operation: Big Al's Restaurant
Profile: Self-service lunch spot
In business: 15 years
Seats: 250
Meal served: Lunch

"We're doing pretty well, compared to how the local economy is doing," says **Karen McGlynn,** manager of Big Al's. "The oil business in Oklahoma and Texas is hurting pretty badly."

Big Al's, located in the downtown section of Oklahoma City, is open only three hours a day— 11:00 a.m. to 2:00 p.m., Monday through Friday. "Downtown," says McGlynn, "is dead after 5:30 p.m."

The busy lunch spot serves pizza-by-the-slice, hamburgers, baked potatoes, and *Indian Tacos,* made by covering Indian-fried bread with chili and beans, lettuce, tomatoes, onions, cheese and taco sauce. Big Al's also offers a huge salad bar with more than 40 items.

To best serve the concentrated stream of lunchtime customers, Big Al's uses what McGlynn calls a "scramble system. Customers come in," she says, "and scramble for the appropriate station. Hamburgers are served in one area, pizza in another, tacos in a third."

8 MOUNTAIN

Location: Coeur D'Alene, ID
Association member: Wally Wickel
Operation: Wolf Lodge Inn
Profile: Fullservice steakhouse
In business: 17 years
Seats: 225
Meals served: Dinner

The winter season at Wolf Lodge Inn, a rustic restaurant that is open for dinner four nights a week, has been quite busy. "Wednesday and Thursday are always slow in the winter," says owner **Pat Wickel,** "but Friday and Saturday have been great."

The dinner house's varied menu includes trout, salmon, Australian rock lobster, scallops and lamb. The true specialty of the house, however, is steaks that are cut to order and grilled over an open pit.

The focal points of the Wolf Lodge's dining area are a huge fireplace and two open cooking pits. The pits burn cherry wood "for flavor" and tamarack "to keep the fire burning hot." Through the windows of the spacious dining rooms, customers gaze upon woods and an adventurous bear who, says Wickel, "usually comes every September."

9 PACIFIC

Location: El Portal, CA
Association members: Ruth and Chuck Jette
Operation: Yosemite Parkline Restaurant
Profile: Fullservice family restaurant
In business: 20 years
Seats: 75
Meals served: Breakfast, dinner

"Every winter is slow here, and that's how we like it," says **Ruth Jette,** co-owner of the Parkline Restaurant. "It gives us time to clean carpets, re-do the kitchen and fix up things." The owners of the small family restaurant, located at the entrance to Yosemite National Park, rely on a busy tourist season to carry them through the slow winter months.

The Parkline is situated scenically on the Merced River in California's Mariposa County. "I always tell people that if they don't like the food or service, they'll at least like the view," jokes Jette. The owner fields few complaints, however, because the menu has something for everyone, and the guests, says Jette, "are tended to like family."

The Parkline's busy season runs from the first of April to the end of October. During this season, almost all the patrons are tourists, including many foreigners. Most of the customers, says Jette, "don't want anything fancy when they get out into the country." Jette offers a wide selection of traditional dishes, including fish, spaghetti, chicken and hamburgers.

—David Slater

Junk food rat has last laugh

Ezra Wise, a St. Petersburg, FL, seventh-grader, recently conducted a nutrition experiment for a local science fair. He bought two similar rats, put them in cages and for five months fed them radically different diets—one

based on junk foods, the other on natural and healthy items. The rodents, however, did not follow the expected script, and the only conclusion Wise reached is that a scientist should never count on a rat.

Tom, the junk food rat, is still thriving on a diet of pretzels, brownies, cupcakes and ice cream. A diet of seeds, grain, rice and rat pellets, however, proved too much for Jerry, the health food rat, and he rolled over and died. "I'd have to say it was natural causes, even though that sounds kind of weird," said Wise.

Wise's project, "Nutrition—Is It Really Good For You?" was entered in the 1987 Pinellas County Regional Science and Engineering Fair. It did not win. Has Wise learned anything from his experience? "I think healthy food is better for you," he said, "but I'm still going to eat a lot of junk food."

—United Press International

New reason to visit

Starting this summer, visitors to the Bavarian Inn in Frankenmuth, MI, will be able to experience Bavarian culture through more than just the famous chicken dinners.

Before or after dining, guests at this traditional German inn will be able to explore the underground level where a doll maker will assemble German dolls and clothing in a doll and toy factory. Some of the German-style dolls will be displayed in a large doll house which will be the focal point of the $600,000 restaurant addition. The second floor of the addition will include a roof garden, featuring a lounge and seating for 85 guests.

—Frankenmuth Bavarian Inn

A different kind of delivery

Since its opening 10 years ago, the Inn at Little Washington has been a favorite of Washingtonians looking for a special meal away from home—even though the touted restaurant is a 70-minute drive from the nation's capital. To make the trip easier on their urban customers, the inn's owners are instituting a once-a-week evening shuttle service from Washington to their Rappahannock County, VA, inn.

Guests will be picked up each Thursday at 6:00 p.m. at the Ritz Carlton Hotel, driven to the inn and returned no later than 11:30 p.m. At the inn, they will be served a five-course dinner from the inn's multifaceted, seasonal menu. Cost of the outing will be $75. Beverages, wine, gratuities and tax are not included.

—Washington Times

A no-smoking restaurant town

Anti-smoking advocates are beginning to look forward to the day when restaurant patrons accept no-smoking signs as readily as do moviegoers. The accelerating national anti-smoking campaign has once again hit pay dirt, this time in Beverly Hills, CA, the little city of big incomes and fervent health consciousness. On February 18, the City Council voted unanimously to ban smoking in restaurants, retail stores and public meetings. The ordinance only exempts hotel restaurants.

Restaurateurs and many of their patrons, however, are not enthusiastic about the new tobacco ban. Lee Rich, the chairman of MGM–United Artists Entertainment Co., spoke for many entrepreneurs when he said, "Let a man run his restaurant the way he wants to. If the customer doesn't like it, he can go somewhere else."

Mike Sims, executive vice president of the Beverly Hills Chamber of Commerce, and the city's mayor, Charlotte Stadaro, said they could have forged an agreement for no-smoking areas in half the seats in each city restaurant—but owners insisted on an all-or-nothing proposal, until it was too late.

—Washington Post

Commercials that tell stories

Pizza Hut is taking a new twist with its advertisements, opting for continuing stories to hold viewers' attention.

Pizza Hut will begin a series of 60 commercials that will trace comedian Rich Hall's journey around the United States in a Winnebago known as "Mobile Institute of Pizza Studies." His quest: to explore why people love Pizza Hut's pizza. The campaign is estimated to cost between $50 and $80 billion for air time.

Hall, formerly of *Saturday Night Live*, questions Pizza Hut fans, including a real Southern sheriff who pulls

him off the road and normal folks from Normal, IL.

"This allows us to talk about many subjects—personal pan, thin and crispy, carryout—and still have a consistent format that reminds people, 'This is Pizza Hut talking,'" says Jim Fisher of Pizza Hut. And it gives local Pizza Huts, which do most of the advertising, a wide choice of commercials.

—USA TODAY

We know all about your customers . . . shouldn't you?

Find out from National Restaurant Association Consumer Research Publications

The National Restaurant Association Research Department is constantly surveying and studying restaurant customers — analyzing who eats what, where, when and why. Through these studies, we know all about your customers and would like to pass that information along to you.

Association publications serve as excellent reference sources whether you are developing a new marketing plan, analyzing a new location or trying to solve lagging traffic problems.

Get to know your customers, today.

The Take Out Market
Take out foods and beverages are the new rage with today's consumers who seek alternatives to preparing meals at home. This 1986 association consumer research study explores the take out market — who's ordering, with what frequency and where they make their purchases. Everything you need to know to get in on this new trend. In addition, the study examines why consumers are opting for the take out meal more and more frequently. It also explores general attitudes toward take-out purchases in today's market.
CS935, 140 pgs., soft-cover book, 1986, $25 members, $50 non-members.

Consumer Preferences for New Restaurant Concepts, 1986
This study, conducted exclusively for the association by the Gallup Organization, provides valuable information on the types of specialty restaurants consumers patronized in 1986. It outlines preferences for pizza delivery, barbecue, gourmet take out, hot dogs, Oriental fast food and mesquite grilling, among others. The numerous tables included with this report provide detailed information on age, sex, income, household size, education, marital status and regional variations.
CS803, 140 pgs., soft-cover book, 1986, $15 members, $30 non-members.

Consumer Nutrition Concerns and Restaurant Choices
Consumer interest in nutrition is here to stay. And nutrition will continue to have an impact on what your patrons choose to order. This market segmentation study makes a major contribution to understanding what motivates consumers when it comes to making restaurant choices. It divides the market into four groups: traditional consumers, weight-conscious consumers, health-conscious consumers and the uncommitted. Numerous marketing opportunities are suggested by a wealth of information on menu choices and attitudes about health, nutrition and restaurants in conjunction with dining out behaviour and demographics. This publication is sold in two volumes. "The Summary, Volume I," provides a general understanding of survey results. Those interested in using survey results for their own marketing plans will want to purchase the "Detailed Tables, Volume II."
Summary, Vol. I, **CS984**, 50 pgs., soft-cover book, 1986, $25 members, $50 non-members.
Detailed Tables, Volume II, **CS985**, soft-cover book, 1986, $50 members, $100 non-members.

Consumer Preferences for Ethnic Restaurants
Ethnic menu variations are being demanded by a larger percentage of the market than every before. This consumer research study explores the popularity of various ethnic foods, the frequency with which such foods are ordered in restaurants and the likelihood that the item is ordered again. Seventeen ethnic food groups are included, ranging from Italian, Mexican and Japanese to British, Russian and Middle Eastern.
CS980, 86 pgs., soft-cover book, 1984, $15 members, $30 non-members.

Meal Consumption Behavior
How much do you really know about your customers dining behavior? In this compilation of more than 40 demographic tables, you can examine the eating patterns of individuals — where they eat breakfast, lunch and dinner; when they skip meals and much more. Tables are broken down by age, sex, income, household size as well as many other demographic factors — all designed to give you a better understanding of your customer so you can better serve their needs.
CS100, 60 pgs., soft-cover book, 1985, $12.50 members, $25 non-members.

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